

PT BANK MEGA Tbk



Refocus in Business Strategy for Sustainable Growth

2023 Annual Report



Disclaimer

Welcome to the 2023 Annual Report of PT Bank Mega Tbk with the theme of "Refocus in Business Strategy for Sustainable Growth". This Annual Report is issued in accordance with OJK Regulation Number 29/POJK.04/2016 concerning Annual Report of Issuers or Public Companies and Circular Letter of The Financial Services Authority Number 16/SEOJK.04/2021 concerning the Form and Content of Annual Report of Issuers or Public Companies.

This Annual Report may contain several statements that consist of future projections and views describing the Company's perspective on future financial events and performance, as well as financial conditions, operating and business results, economic conditions, sector conditions and related plans and objectives.

These perspectives are based on various current estimations and assumptions that may change in line with uncertainties, contingencies, and various business risks and economic conditions that may change at any time. These variables could cause

actual results, performance and events to differ materially from those predicted or projected; and are beyond the control of the Company and the Company's Board of Directors. Such statements are not directly or exclusively related to historical facts and do not reflect the Company's intentions, plans, expectations, assumptions and beliefs regarding future events. There is no guarantee that future events will occur, projections will be achieved, or that the Company's assumptions are correct. These statements are not and should not be considered as a representation of the Company's future performance.

This Annual Report contains words such as "Bank Mega" and "Bank", which are defined as PT Bank Mega Tbk that runs business activity in Banking sector. Terms for the currency unit "Rupiah", "Rp" or "IDR" refers to the official currency of the Republic of Indonesia, whereas "US Dollar", "US\$" or "USD" refers to the official currency of the United States of America. The entire financial information is presented in Rupiah.



Refocus in Business Strategy for Sustainable Growth

2023 Annual Report





Theme Continuity





► Optimizing Digital Ecosystem for Excellence Performance

Through the digital ecosystem of CT Corp, Bank Mega offers various benefits and seamless experience to its customers when they do transaction with any product or service of CT Corp units, be it financial services, retail products, entertainment and many others. Bank Mega is committed to further develop its digital capabilities to offer fine services to its customer and achieve optimum business results for all stakeholders of Bank Mega.



► Enhancing Digital Excellence

Bank Mega is committed to continuously improving the excellence of its digital services to provide convenient and secure transactions for customers. Bank Mega also continues to add digital features and strengthen transaction security infrastructure. This digital development can also increase customer loyalty. For this reason, the Bank is committed to continuing to develop digital services on an ongoing basis, to become a one stop financial service under the support of CT Corp.



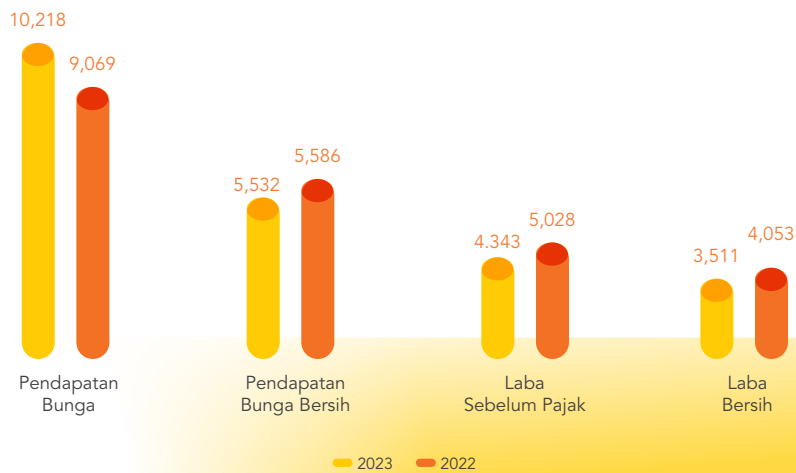
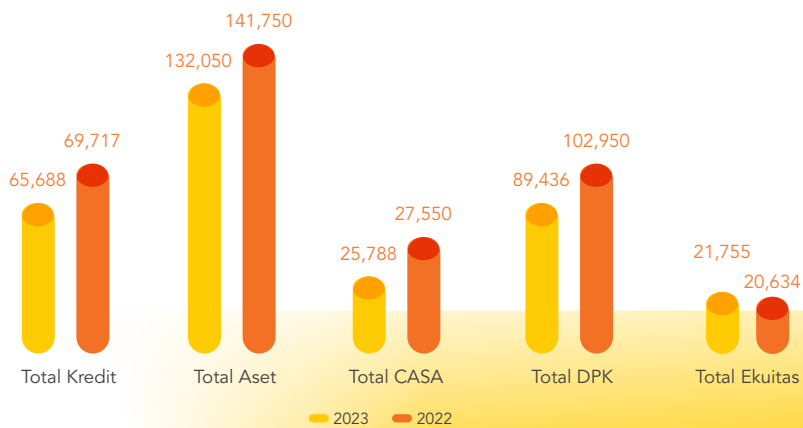
► Digitalization for Higher Profitability

Strategic focus on digital transformation and automation reflected Bank Mega's excellence as an innovator and forward-looking company. Today, backed by an integrated one stop financial services under the auspice of CT Corp, Bank Mega brings connectivity to everyone.



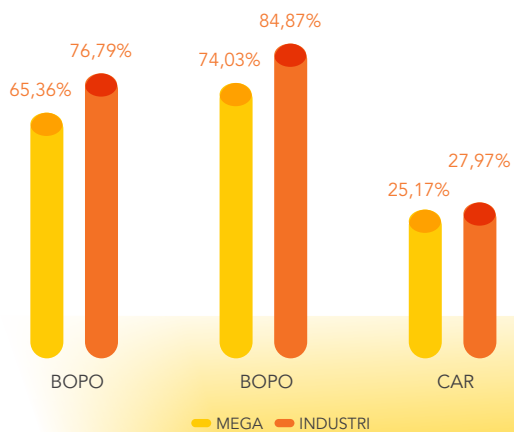
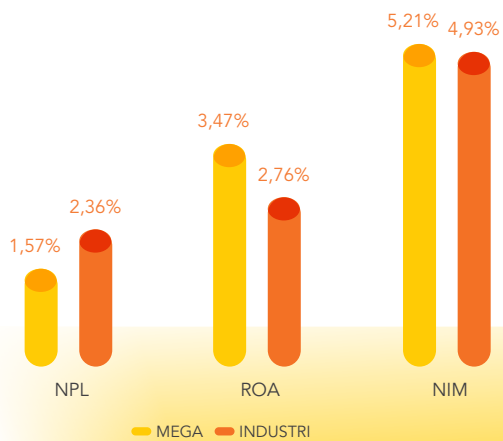
2023 Key Accomplishments

Financial Performance (Rp Billion)





Comparison of the Bank's Mega Ratios with the Banking Industry



Notes: Bank Mega Ratio as of December 2023 while Industry Ratio as of November 2023





Our Competitive Advantage

01

▶ Berperingkat idAA-/stable dari Pefindo

Bank Mega memiliki kemampuan yang sangat kuat untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan terhadap obligor Indonesia lainnya.

02

▶ Dukungan yang kuat dari entitas berelasi

Bank Mega mendapatkan dukungan finansial yang kuat dari entitas induk yakni penerbitan obligasi subordinasi senilai Rp50,00 miliar diserap oleh Mega Corpora (pihak berelasi) dalam rangka memenuhi POJK No.14/POJK.03/2017 tanggal 4 April 2017 tentang Rencana Aksi (Recovery Plan) Bagi Bank Sistemik.

03

▶ Sinergi bisnis dengan kelompok usaha dengan PT CT Corpora selaku entitas induk akhir

- Bank Mega mendapatkan keunggulan kompetitif menjadi bagian dari kelompok usaha yang dimiliki PT CT Corpora selaku entitas induk akhir. Kelompok usaha ini terdiri dari beragam lini usaha yakni jasa keuangan, media, *leisure & hospitality*, entertainment and property, serta retail & lifestyle.
- Bank Mega memiliki transaksi signifikan dengan pihak berelasi yang mendukung kegiatan usaha Bank dari sisi pendanaan baik dari simpanan pihak ketiga, simpanan dari bank lain maupun obligasi subordinasi.
- Bank Mega juga membukukan pendapatan lain-lain berupa pendapatan sewa yang berasal dari pihak berelasi yakni hasil sewa ruangan kantor Bank Mega kepada pihak berelasi.

04

▶ Produk dan layanan perbankan

Bank Mega memiliki produk dan layanan perbankan yang terdiversifikasi baik untuk pelanggan institusi maupun individu.

05

Inovasi layanan perbankan digital

Inovasi berkelanjutan atas layanan perbankan digital Bank Mega berhasil meningkatkan jumlah download aplikasi mencapai 870.300 dengan jumlah pengguna aplikasi mencapai 784.118 per 31 Desember 2023.

06

Permodalan yang kuat

Bank Mega memiliki permodalan yang kuat dengan rasio CAR sebesar 26,17% di tahun 2023. Rasio permodalan yang kuat ini memberikan ruang yang lebih lebar untuk ekspansi kredit di masa mendatang.

07

Profil likuiditas yang kuat

Ekspansi kredit Bank Mega juga didukung oleh likuiditas yang kuat dengan rasio LDR sebesar 74,03%.

08

Jaringan yang kuat di seluruh Indonesia.

Bank Mega memiliki jaringan kantor yang tersebar di Indonesia yang terdiri dari 312 kantor cabang pembantu, 55 kantor cabang, 8 kantor wilayah, dan 3 kantor fungsional per 31 Desember 2023.

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Financial Statement

01

2023

Performance





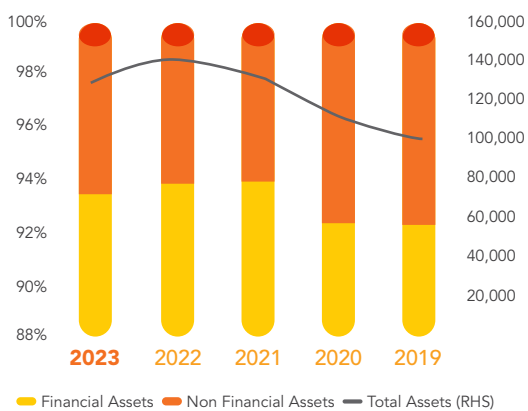
Financial Highlights

Statement of Financial Position

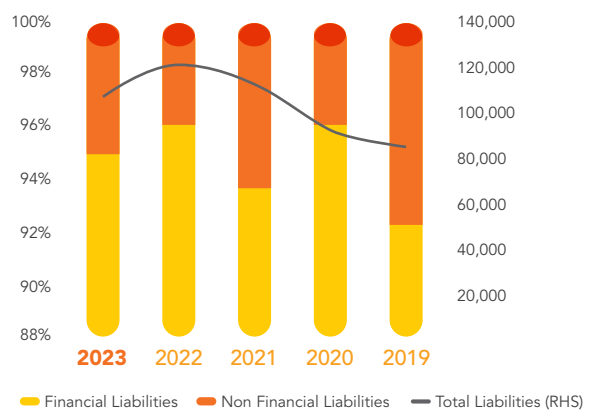
Expressed in billions of Rupiah

	2023	2022	2021	2020	2019
Financial Assets	123,464	133,021	124,792	103,615	93,006
Non Financial Assets	8,586	8,729	8,087	8,588	7,798
Total Assets	132,050	141,750	132,879	112,203	100,804
Financial Liabilities	109,371	120,334	112,542	93,385	84,163
Non Financial Liabilities	924	783	1,193	610	1,099
Total Liabilities	110,294	121,117	113,735	93,995	85,262
Total Equities	21,756	20,634	19,144	18,208	15,542
Total Liabilities and Equities	132,050	141,750	132,879	112,203	100,804

Total Assets



Total Liabilities



Total Equities



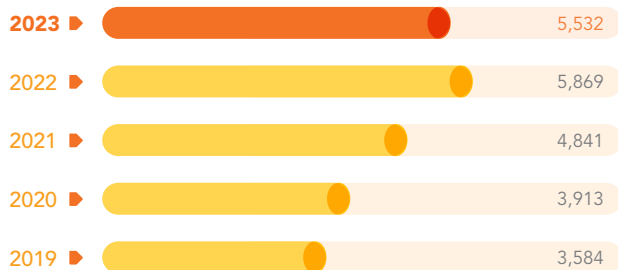


► Statements of Profit or Loss and other Comprehensive Income

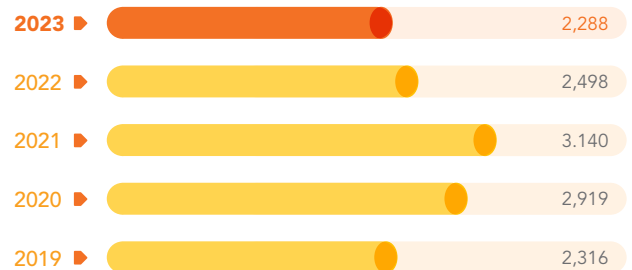
Expressed in billions of Rupiah

	2023	2022	2021	2020	2019
Interest income	10,217	9,069	8,110	8,046	7,455
Interest expense	(4,685)	(3,200)	(3,269)	(4,133)	(3,871)
Net Interest Income	5,532	5,869	4,841	3,913	3,584
Other Operating Income	2,288	2,498	3,140	2,919	2,316
Other Operating Expenses	(3,487)	(3,365)	(3,038)	(3,097)	(3,424)
Net Operating Income	4,333	5,002	4,943	3,735	2,476
Non-operating income (expenses) - net	10	26	10	(20)	32
Income Before Income Tax	4,343	5,028	4,953	3,715	2,508
Income Tax Expenses	(832)	(975)	(945)	(707)	(505)
Net Income For The Year	3,511	4,053	4,008	3,008	2,003
Other comprehensive income for the year, net of income tax	448	236	(972)	914	555
Total Comprehensive Income for The Year, Net of Income Tax	3,959	4,289	3,036	3,922	2,558
Basic Earnings Per Share (Full Amount)	299	345	341	256	171

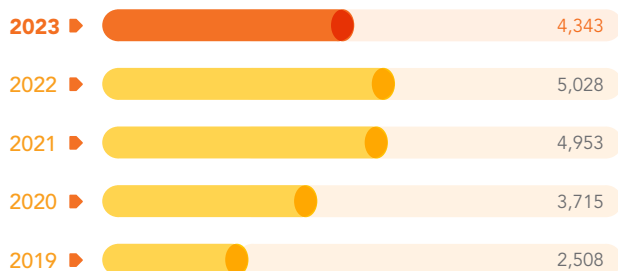
Net Interest Income



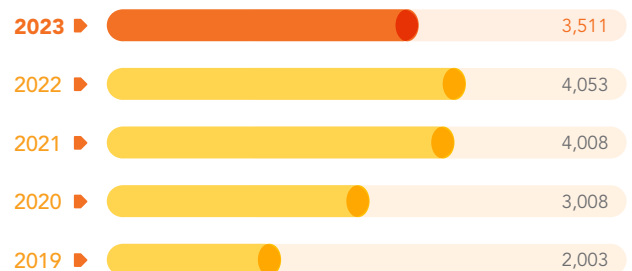
Other Operating Income



Income Before Income Tax



Net Income For The Year





Statements of Cash Flows

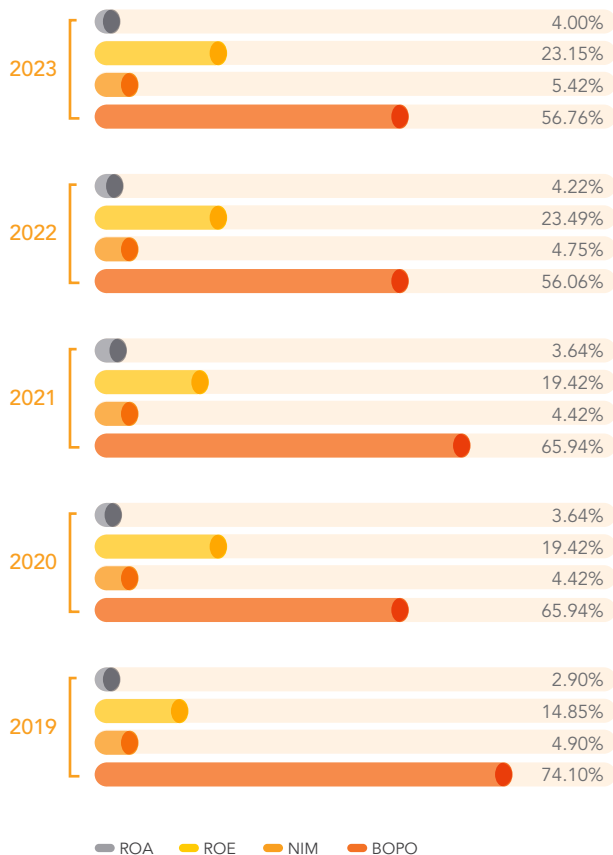
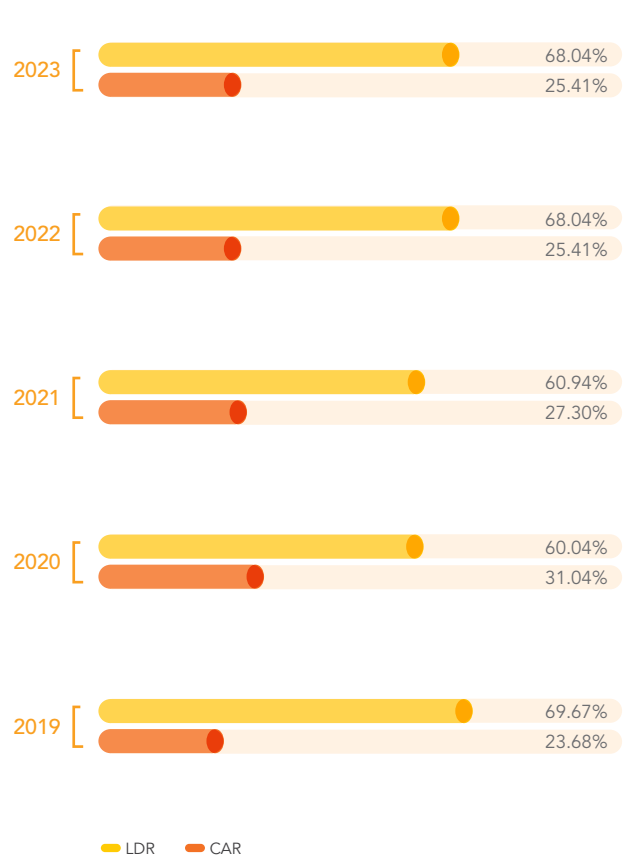
Expressed in billions of Rupiah

	2023	2022	2021	2020	2019
Net cash flows provided from operating activities	(10,339)	16,607	10,933	(546)	3,650
Net cash flows used in investing activities	4,289	(13,443)	1,064	(4,933)	3,148
Net cash flows used in financing activities	(1,788)	(1,239)	(2,096)	(670)	(800)
Net Increase (Decrease) in Cash and Cash Equivalents	(7,837)	1,925	9,901	(6,149)	5,998
Cash and Cash Equivalents at Beginning of The Year	19,517	17,592	7,691	13,840	7,842
Cash and Cash Equivalents at End of The Year	11,680	19,517	17,592	7,691	13,840

Financial Ratios

	2023	2022	2021	2020	2019
Capital					
Capital Adequacy Ratio (CAR)	26.17%	25.41%	27.30%	31.04%	23.68%
Tier 1 ratio	25.40%	24.64%	26.51%	30.19%	23.68%
Tier 2 ratio	0.76%	0.77%	0.79%	0.85%	0.00%
CET 1 ratio	25.40%	24.64%	26.51%	30.19%	23.68%
Earning Assets					
Non-Performing Earning Assets and Non-Productive Assets to Total Earnings and Non Productive Assets	1.58%	1.13%	1.04%	1.30%	2.29%
Non-Performing Earning Assets to Total productive Assets	0.99%	0.78%	0.66%	0.67%	1.49%
Allowance for Impairment Losses for Financial Assets to Productive Assets	0.56%	0.49%	0.46%	0.46%	0.32%
Non-Performing Loans (NPL) to Total Loans - Gross	1.57%	1.23%	1.12%	1.39%	2.46%
Non-Performing Loans (NPL) to Total Loans - Nett	1.18%	0.91%	0.81%	1.07%	2.25%
III. Rentability					
Return On (ROA)	3.47%	4.00%	4.22%	3.64%	2.90%
Return On Equity (ROE)	17.62%	23.15%	23.49%	19.42%	14.85%
Net Interest Margin (NIM)	5.21%	5.42%	4.75%	4.42%	4.90%
Operating Expense to Operating Income (BOPO)	65.36%	56.76%	56.06%	65.94%	74.10%
Cost to Income Ratio (CIR)	42.11%	38.46%	36.80%	43.66%	-

	2023	2022	2021	2020	2019
Liquidity					
1. Loan to Deposit ratio (LDR)	74.03%	68.04%	60.96%	60.04%	69.67%
Compliance					
a. Percentage of Violation of Legal Lending Limit					
a.1. Related Parties	0.00%	0.00%	0.00%	0.00%	0.00%
a.2. Third Parties	0.00%	0.00%	0.00%	0.00%	0.00%
b. Percentage of Excess of Legal Lending Limit					
b.1. Related Parties	0.00%	0.00%	0.00%	0.00%	0.00%
b.2. Third Parties	0.00%	0.00%	0.00%	0.00%	0.00%
GWM Primary Rupiah					
Daily	0.00%	0.00%	0.50%	0.00%	3.00%
Average	6.88%	7.85%	3.04%	3.07%	3.74%
GWM Foreign Currency	4.05%	4.03%	4.01%	4.15%	8.08%
Net Open Position	0,75%	0,21%	0,46%	0,26%	9,99%

ROA, ROE, NIM, & BOPO**LDR & CAR**



Operational Highlights

	2023	2022	2021	2020	2019
Non-Digital Operations					
Total Employees	6,244	6,131	6,320	5,052	5,379
Total ATM	582	637	671	684	709
Total Sub- Branches	312	326	322	283	284
Total Branches	55	55	54	54	54
Regional Offices	8	8	8	8	8
Functional Offices	3	2	2	2	2
Digital Banking Services					
Total M-Smile Application Downloads	870,300	639,465	430,385	217,190	54,711
Total M-Smile Application Users	784,118	581,311	394,564	286,977	119,292
Transaction Value	36,339	20,967	10,737	4,893	2,720
Total Transactions	8,842,330	5,669,771	3,679,204	2,064,677	1,114,089

Shares Information

Initial Public Offering

Bank Mega conducted an initial public offering of its 112,500,000 shares with par value of Rp500 (full amount) per share at offering price of Rp1,200 (full amount) per share. On March 15, 2000, in accordance with the letter from the chairman of BAPEPAM-LK No. S-493/PM/2000, the Bank's Registration Statement for the initial public

offering became effective and on April 17, 2000, the shares were listed and traded in the Indonesia Stock Exchange.

Please refer to the Stock Listing Chronology section of the Company Profile chapter for more information on the Bank's initial public offerings and additions.

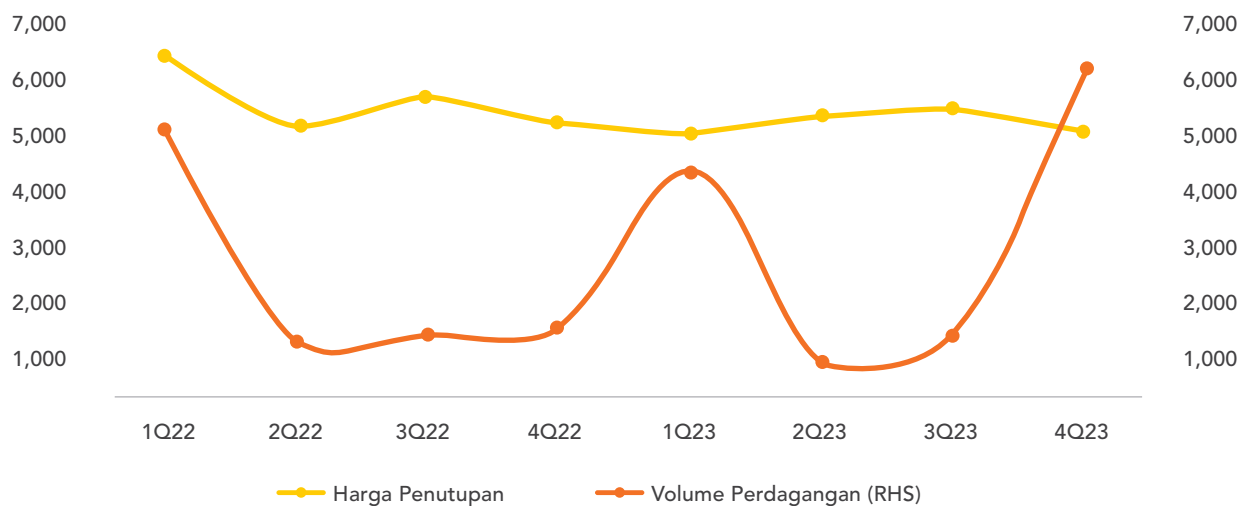
Shares Trading Performance

Bank Mega reports the Bank's share trading performance quarterly throughout 2023, as shown in the table and chart below:

2023	Share Prices			Transaction Volume (Thousand Shares)	Shares Outstanding	Market Capitalization (RpMillion)
	Quarter	Lowest	Closing			
Quarter I	6,500	5,025	5,100	4,382	11,623,514,905	59,279,926
Quarter II	5,400	4,840	5,400	993	11,623,514,905	62,766,980
Quarter III	5,500	4,910	5,500	1,496	11,623,514,905	63,929,332
Quarter IV	5,500	5,100	5,100	6,264	11,623,514,905	59,279,926

2022	Share Prices			Transaction Volume (Thousand Shares)	Shares Outstanding	Market Capitalization (RpMillion)
	Quarter	Lowest	Closing			
Quarter I	11,475	6,025	6,400	5,176	11,623,514,905	74,390,495
Quarter II	6,500	5,200	5,225	1,403	11,623,514,905	60,732,865
Quarter III	5,800	4,720	5,750	1,490	11,623,514,905	66,835,211
Quarter IV	5,900	5,275	5,275	1,609	11,623,514,905	61,314,041

Shares Price Movement 2023- 2022





Corporate Actions

Corporate Actions

Throughout 2023, Bank Mega did not conduct corporate actions such as stock split, reverse stock, stock dividend, bonus shares, and changes in the nominal share value.

Bank Mega distributed only cash dividends which amounted to Rp2.84 trillion with a dividend per share of Rp214.62 per share. Please refer to the Management's Discussion and Analysis section for more information on the Bank's cash dividend distribution.

Temporary Shares Trading Suspension/Delisting

Corporate Actions and/Delisting

Bank Mega was not subject to any stock trading sanction either in the form of stock trading suspension and/or shares delisting throughout 2023.

Other Securities Highlights

Historically, Bank Mega had issued subordinated bonds of IDR 1.00 trillion with a tenor of 10 years on January 15, 2008. Subsequently, Bank Mega issued another subordinated bond of IDR 50.00 billion. The issuance of the subordinated bonds is to comply with the provisions of POJK No.14/POJK.03 / 2017 dated April 4, 2017 concerning the Recovery Plan Report for Systemic Bank.

Please refer to the section "Chronology of other securities" in the "Company Profile" section for further information on the chronology of the issuance of the two subordinated bonds.



The structure of the two subordinated bonds is the following:

Bond Series	Issuance Date	Tenor (Year)	Currency	Nominal (RpBillion)	Maturity Date	Coupon	Rating	
							2018	2017
Obligasi Subordinasi PT Bank Mega Tbk tahun 2008	January 15, 2008	10 Years	Rupiah	1.000	January 15, 2018	11.5% (1st year to 5th year) 21.5% (6th year to 10th year)	A(idn)	A(idn)

Bond Series	Issuance Date	Tenor (Year)	Currency	Nominal (RpBillion)	Maturity Date	Coupon (Per annum)	Rating	
							2023	2022
Obligasi Subordinasi I PT Bank Mega Tbk seri A Tahun 2020	May 28, 2020	5 Years	Rupiah	50	28 Mei 2025	9,00%	NA	NA

Corporate Ratings

Pefindo has assigned Bank Mega's corporate credit rating on December 1, 2023 with the following explanatory notes:

Rating Agency	Rating Validity Period	Rating Criteria	Rating		Rating Description
			2023	2022	
Pemeringkat Efek Indonesia (Pefindo)	December 1, 2023 – December 1, 2024	Corporate Rating	idAA-	idAA-	An obligor rated idAA differs from the highest-rated obligors only to a small degree, and has a very strong capacity to meet its long-term financial commitments relative to that of other Indonesian obligors. The minus (-) sign indicates that the rating is relatively weak within its category
		Outlook	Stable	Stable	Stable means that a rating is not likely to change



Awards and Certification

Awards


Organizer

Infobank and MRI

Event

-

Achievement

The 6th Satisfaction Loyalty Engagement (SLE) Awards 2022

Date of Acceptance

25 Januari 2023


Organizer

Infobank

Event

-

Achievement

Top 100 Most Outstanding Women 2023 in Financial Sector & SOE – Infobank for Lay Diza Larentie and Indivara Erni (Director)

Date of Acceptance

May 12, 2023


Organizer

Lembaga Penjamin Simpanan (LPS)

Event

Certificate of Merit

Achievement

Bank Penyusun Resolution Plan 2022

Date of Acceptance

June 26, 2023


Organizer

BUniverse dan BGK Foundation

Event

2023 Corporate Emission Transparency Award

Achievement

Transparency in Corporate Emissions Reduction 2023 Green Category

Date of Acceptance

June 27, 2023


Organizer

BUniverse dan BGK Foundation

Event

2023 Corporate Emission Transparency Award

Achievement

Transparency in Calculation of Corporate Emissions 2023 Silver Category

Date of Acceptance

June 27, 2023


Organizer

Bisnis Indonesia

Event

Bisnis Indonesia Financial Award (BIFA) 2023

Achievement

The Most Efficient Bank KBMI 3

Date of Acceptance

August 24, 2023



Organizer
Infobank

Event
Infobank Award 2023

Achievement
Excellent Financial Performance Bank in 2022

Date of Acceptance
August 25, 2023



Organizer
Infobank

Event
Infobank Award 2023

Achievement
Golden Trophy Excellent Performance in 5 Consecutive Years

Date of Acceptance
August 25, 2023



Organizer
Indonesian Institute for Corporate Directorship

Event
The 14th IICD Corporate Governance Conference and Award

Achievement
Top 50 Big Capitalization Public Listed Company

Date of Acceptance
September 18, 2023



Organizer
Katadata

Event
Katadata Green Initiative Awards 2023

Achievement
Katadata Green Initiative Awards 2023 Kategori Perbankan

Date of Acceptance
September 26, 2023



Organizer
Visa Indonesia

Event
Visa Indonesia Awards

Achievement

- Highest credit card volume for non KBMI 4
- Highest credit card active rate for non KBMI 4
- The biggest number of credit cardholder for non KBMI 4

Date of Acceptance
October 26, 2023



Organizer
The Finance

Event
Top 20 Financial Institutions

Achievement
The Best Performing Bank 2023 Based on Financial Performance 2021-2023 for Bank Assets Category Within Rp100 trillion Less Than Rp500 Trillion

Date of Acceptance
November 14, 2023

**Organizer**

Lembaga Penjamin Simpanan (LPS)

Event

LPS Awards 2023

Achievement

Bank Terbaik Dalam Laporan Kepatuhan Kebijakan SCV Kelompok KBMI 3

Date of Acceptance

December 6, 2023

**Organizer**

Lembaga Penjamin Simpanan (LPS)

Event

LPS Awards 2023

Achievement

Bank Terbaik Dalam Pelaporan SCV Kelompok KBMI 3

Date of Acceptance

December 6, 2023

**Organizer**

SWA

Event

Indonesia Digital Marketing Champions 2023

Achievement

Indonesia Digital Marketing Champions 2023 - Very Good

Date of Acceptance

December 7, 2023

Certification**Organizer**

VISA

Event

Champion Security Award

Achievement

Best in Class in Risk Management

Date of Acceptance

November 10, 2023

Organizer

Infobank

Event

Top 100 CEO 2023

Achievement

Kostaman Thayib

Date of Acceptance

December, 5 2023

**Certification Type**

ISO/IEC 27001:2013

Date of Acceptance

September 15, 2022

Certificate Provider

CBQA Global

Validity period

September 14, 2025

**Certification Type**

Tier III – Design Data Center

Date of Acceptance

April 28, 2023

Certificate Provider

Uptime Institute

Validity period

April 27, 2025



Important Events In 2023

01 January 2023

► January 19-20



Bank Mega 2023 Working Meeting

02 February 2023

► February 1



Distribution of syndicated loan to PT Smartfren Telecom Tbk and PT Smart Telecom

► February 9 - 12



Mega Travel Fair in Jakarta, Bandung and Surabaya

► February 16



Presentation of the Grand Prize Ceremony with Mega 1 Apartment Unit

► February 24



AGMS and Public Exposure



03 March 2023

► March 3

Festive Launching of Bareng Mega -
Around the World with Mega

► March 12

Red with Mega - Around the World with Mega to
Celebrate Car Free Day Jakarta

► March 16



Mega Star Award

► March 16 - 19



Mega Japan Airlines Travel Fair

04 April 2023

► April 15



Bank Mega celebrates its 54th anniversary



Bank Mega distributes 20,000 basic food packages

05 May 2023

► May 7



Launch of QRIS TUNTAS
(Transfer, Cash Withdrawal and Cash Deposit)

► May 19



Opening of MMDP XVIII

06 June 2023

► June 7



Make it First - Invite customers to watch transformers together

► June 21



Loan disbursement to PT Dwimitra Nusantara

► June 26



Provision of credit facilities to PT Sarana Agro Investama &
PT Prima Perdana Optima

07 July 2023

► July 8



Make it First - Invite customers to watch Mission Impossible together

► July 27



Socialization of APU, PPT & PPPSPM program provisions in reporting to PPAK

► July 31



Inauguration of Trans Medical Clinic

08 August 2023

► August 2



Make it First - Invite Customers to Watch Together with The Meg 2 Regional Bandung and Regional Surabaya

► August 10 - September 10



Mega Travel Fair in Jakarta, Bandung and Surabaya

► August 15



Socialization of the Personal Data Protection Law

► August 25 - October 27



All Regional Sales Awards

09 September 2023

► September 1



Opening of MMDP XIX

► September 5



Service Day

► September 20



Make It First - Invite Customers to Watch Together with The Expendables in Jakarta, Medan and Makassar

10 October 2023

► October 17



Handover of the Festive Grand Prize with Mega - Around the World with Mega

► October 19



Signing of Financial MoU with IFG

► October 28



Make It First - Invite Customers in Jakarta, Bandung, Surabaya and Makassar to Eat Ice Cream

11 November 2023

► November 17



Launch of QRIS Cross Border in Singapore

► November 30



Signing of the Pijar Batch 3 MoU

12 December 2023

► December 1



Festive Launch with Mega - Easy to Win

► December 8



Opening of MMDP XX

► December 9



Make It First - Let Customers in Jakarta, Bandung, Semarang and Surabaya Drink Healthy Juice

► December 10



Meriah Bareng Mega - Easy to Win Celebrate Car Free Day Jakarta

► December 19



Semarang Regional Treasury Event

This activity was conducted throughout 2023



Bank Mega together with PPAK, FKDKP and KEHATI carry out bamboo planting

02

Management Report





Board of Commissioners Report



In the 2023 period, Bank Mega was able to maintain its capital resilience and adequate liquidity levels to support the healthy and sustainable growth of its business. This is reflected in achieving a Capital Adequacy Ratio (CAR) of 26.17% (up 0.75% from 2022), as well as Loan to Deposit Ratio (LDR) maintained at 74.03% level.

Our Esteemed Shareholders and Stakeholders,

In 2023, the Board of Commissioners performed supervisory functions and duties over the Board of Directors, including the supervision of the implementation of the Bank's Business Plan (RBB) and Sustainable Finance Action Plan (RAKB). In addition, we also monitor the implementation of the Bank's strategy, especially in the areas of risk management, credit, profit generation, use of information technology, human resources development, implementation of good corporate governance and implementation of sustainable finance.

We will always ensure that the Bank is managed in a good and professional manner in the face of challenging economic conditions. Therefore, throughout 2023, we conducted intensive communication with the Board of Directors to discuss

various business strategies and key issues, including consistency in the implementation of the 2023 Business Plan. Guidance to the Board of Directors is provided through mechanisms set forth in the Articles of prevailing laws and regulations.

Below we present a report on the supervision and advice of the Board of Commissioners on the management of the Company for the fiscal year 2023, which consists of an assessment of the performance of the Board of Directors during 2023, views on the business prospects prepared by the Board of Directors, the implementation of good corporate governance, an assessment of the Committee in under the Board of Commissioners and changes in the composition of the Board of Commissioners.

26.17%

Capital Adequacy Ratio (CAR)

Capital Adequacy Ratio (CAR) of 26.17% (up 0.75% from 2022)



Chairul Tanjung

Komisaris Utama





Global and Indonesian Economy in 2023

Global economic conditions remain mired in uncertainty through 2023. This global risk and uncertainty is triggered by the dynamics of developed countries that affect global conditions. The United States continues to face above-target inflation, high interest rates, rising fiscal pressures, and eroding excess savings that mask economic weakness. Meanwhile, China is still grappling with post-Covid-19 economic weakness, and Europe is experiencing weakening economic conditions with a rising budget deficit and still high inflation.

In addition to the weak economic conditions, the geopolitical conditions are also showing increasing risks. The war in Ukraine and in the Middle East, especially in Palestine, shows no signs of ending. This poses a risk to the prospects for economic growth. Global sentiment is causing volatility in the financial sector, which will lead to a weakening of global trade. In addition, the ongoing trade tensions between the United States and China also have an impact on the volume of exports and imports between the two countries and on the volume of world trade.

The global economic recovery process is also affected by the issue of climate change. Extreme cold weather in Europe at the beginning of the year increased energy and food supply constraints, and the impact of the war between Russia and Ukraine slowed economic recovery in the region. Meanwhile, the Asian region is experiencing drought due to El Niño, which is forcing authorities/governments to ensure food supply and security in order to reduce the inflation rate.

Indonesia is still one of the countries with the highest economic growth performance of 5% in the ASEAN and G20 environment. Indonesia is included in the economic category and its manufacturing activities are resilient or can continue to be positive and expansive. Indonesia's economic growth is mainly driven by stable domestic consumption and positive international trade performance throughout 2023. Indonesia's inflation can be maintained at low levels, supported by stabilization policies and the functioning of APBN's role as a shock absorber. The success in maintaining the supply and distribution of the nation's food and energy needs, including energy subsidies and compensation, will play a role in maintaining the inflation rate.

The Indonesian banking industry is expected to remain resilient and competitive, supported by relatively high levels of profitability (ROA) and capital adequacy (CAR) of 2.73% (October 2023) and 27.44% (October 2023), respectively. Digital economic and financial transactions are growing rapidly, driven by the public's increasing preference for online shopping, expanding and convenient digital payment systems, and accelerating digital banking.

Mega Bank's Performance in 2023

Amidst the dynamics of the global and Indonesian economy, Bank Mega managed to show a positive performance. Achievements in 2023 did not fully meet the set targets, but compared to the banking industry, Bank Mega continues to perform well.

In 2023, Bank Mega's total assets reached Rp132.05 trillion compared to Rp141.75 trillion in 2022.

Bank Mega managed to disburse loans amounting to Rp66.29 trillion in 2023, with the bank's loan disbursement continuing to focus on the corporate and indirect finance segments. The non-performing loan ratio (gross NPL) in 2023 remains at 1.57% with a net NPL of 1.18%. Bank Mega's NPL has increased compared to 2022, but is still below the bank's gross NPL (2.36% as of November 2023).

Bank Mega's Third Party Fund (DPK) stood at Rp89.44 trillion, still dominated by deposits, accounting for 71.17% of the total DPK. CASA composition improved to 28.83% in 2023 compared to 26.76% in 2022.

The bank posted a net profit (PAT) of Rp3.51 trillion in 2023 and was able to maintain the NIM ratio at 5.21% in 2023 compared to 5.42% in the 2022 period.

In the 2023 period, Bank Mega was able to maintain its capital resilience and adequate liquidity levels to support the healthy and sustainable growth of its business. This is reflected in achieving a Capital Adequacy Ratio (CAR) of 26.17% (up 0.75% from 2022), as well as Loan to Deposit Ratio (LDR) maintained at 74.03% level.

2023's BOP ratio increased to 65.36% from 2022's 56.76%, but 2023's BOP ratio was still below November 2023's 76.80%.

Return on Assets (ROA) was recorded at 3.47% in 2023 from 4% in 2022, but still above the banking industry ratio (2.72% position as of November 2023). Return on equity (ROE) was recorded at 17.62% in 2023 compared to 23.15% in 2022.

Assessment of the Board of Directors' Performance

Global and domestic macroeconomic developments require strategies and policies as well as initiatives and programs that can be implemented in a timely manner. The Board of Commissioners believes that the Board of Directors is well positioned to respond to these challenges by monitoring developments in the banking industry and seizing opportunities to continue to deliver positive performance.

Bank Mega's efforts to optimize its technology and accelerate its digital transformation played a major role in Bank Mega's performance throughout 2023. The presence of the MSmile application means that retail customers have a branch-like banking experience at their fingertips. The performance of this application shows encouraging results in 2023, and the development of its features will continue. In addition, the Board of Directors also gave a positive assessment of the continuation of the digital transformation, which helped to enhance the synergy within the ecosystem of the PT CT Corpora ("CT Corp") business group.

Monitoring the Implementation of Strategic Plans

The Supervisory Board always supervises the Company's strategy formulation and implementation. The supervision of the formulation of the Company's strategy is carried out by supervising the preparation of the Bank's Strategic Plan and the Bank's Business Plan. Meanwhile, the supervision of the implementation of the strategy is carried out by monitoring and advising the Board of Directors in the conduct of the Company's business activities.

The Board of Commissioners also evaluates the Bank's financial and operational business performance, capacity and capability development, including through digital business development and cyber security, human resource development, application of digital banking technology,

credit strategies that prioritize the principle of prudence, and supervision of the implementation of risk management and internal control system.

Supervision is exercised, inter alia, through regular meetings of the Board of Commissioners with the Board of Directors, or through specific reports submitted by the Internal Audit Department (IADT), the Audit Committee, the Risk Monitoring Committee, the Nomination and Remuneration Committee, the Compliance Director, or through other means of written communication. The Board of Commissioners also oversees internal and external audit reports, provides guidance and ensures that the Board of Directors has followed up on audit findings and recommendations made by SKAI, external auditors, results of supervision by the Financial Services Authority and Bank Indonesia, and other authorities.

Supervision and provision are carried out in accordance with the provisions of the Articles of Association and GMS resolutions.

Views on the Bank's Business Prospects Compiled by the Board of Directors

The global economy is expected to remain very dynamic in 2024 due to the pressures of war, inflation, and interest rates that remain high. Inflationary risks are expected to remain high as the Israeli-Palestinian conflict and the Russian-Ukrainian war continue to affect commodity prices, including oil and wheat. The Fed's higher interest rates have made borrowing costs expensive for consumers and businesses. Based on these conditions, the IMF and OECD reported a slight revision to global economic growth to a range of 2.7% to 2.9%.

Amidst the rapidly changing global dynamics, Indonesia's macroeconomic and financial system stability is expected to be maintained with the continued economic recovery. The Ministry of Finance predicts that in 2024 the consumption potential will still be visible from the movement of community economy and movement of household economy, especially with the upcoming series of election campaigns. It is hoped that holding favorable elections can give confidence to investors and thus boost investment figures. Given these developments, economic growth in 2024 is estimated to reach 5.2% (APBN version), while BI predicts ranging from 4.7 to 5.5%.

In view of the dynamics of global and national indicators and the review of the work and strategic business plans prepared by the Board of Directors, the Board of Commissioners remains optimistic about the performance achievements of Bank Mega in 2024. The Committee continues to support the Board of Directors in optimizing all resources and efforts to take advantage of business opportunities under the current economic conditions which are still quite challenging, to continue to implement long-term strategies, as well as to enhance Bank Mega's capabilities in order to maintain profitability and healthy and sustainable growth.

Views on the Implementation of Bank Governance

The implementation of the principles of good corporate governance (GCG) is one of the main areas of focus of the supervisory activities conducted by the Board of Commissioners. We always encourage the Board of Directors to continuously improve and enhance GCG in line with business needs.

Bank Mega consistently and continuously implements GCG practices taking into account shareholders' and stakeholders' interests to maintain the bank's transparency and public accountability.

Bank Mega is also committed to the implementation of GCG principles and refers to various applicable regulations as well as GCG implementation guidelines that are in line with best practice/international standards. The implementation of GCG practices refers to OJK regulations and international standards to ensure that each bank's business activities are not in conflict with regulations that result in legal violations.

The Board of Commissioners is of the opinion that the Board of Directors has performed its duties well in formulating and implementing Bank Mega's strategies and policies related to GCG, with the aim of maintaining business continuity, improving the Bank's performance and increasing the Bank's competitiveness, always adhering to the principle of prudence and supported by a framework risk management.

In 2023, the Bank conducted an evaluation of the implementation of Good Corporate Governance (GCG) using a self-assessment methodology involving the Board, Directors and Executive Officers. The self-assessment implementation in the first and second semesters of 2023 received a score of 2 (two) or "Good". This shows that the management of Bank Mega has generally implemented good governance.

Overview of the Whistleblowing System

Bank Mega has established and operates a Whistleblowing System as a means for external and internal parties to submit reports regarding alleged violations of corporate governance principles, ethical values and applicable policies or procedures based on evidence/data/information that can be accounted for and with good intentions for the interest of the Bank.

Bank Mega has consistently implemented the Whistleblowing System (WBS) Policy as set forth in the Board of Directors' Decision No. SK. 084/DIRBM/22 dated September 29, 2022 on the implementation of the anti-fraud strategy; as regulated in the Regulation of the Financial Services Authority (POJK) No. 39/POJK.03/2019 dated December 19, 2019 on the implementation of anti-fraud strategies for commercial banks.

The Crime and Fraud Investigation Division, which has been appointed as the coordinator for the handling of whistleblower complaints, routinely and periodically submits the Investigation Results Report to the Board of Directors and the Board of Commissioners as a manifestation of the supervision exercised by the Board of Directors and the Board of Commissioners. The report shall explain the chronology of violations, recommendations for sanctions to be imposed on employees found to have committed violations, and the follow-up actions taken by the Bank with respect to reported cases.

Throughout 2023, the Board of Commissioners considers that the implementation of Bank Mega's Whistleblowing System (WBS) has gone quite well and ensures that each report has been followed up according to the applicable regulations.

Frequency and Procedures for Providing Advice to the Board of Directors

The frequency and procedures for the provision of advice, suggestions and recommendations from the Board of Commissioners to the Board of Directors are carried out both formally in meetings and informally and through committees under the Board of Commissioners. The formal meetings consist of the meetings of the Board of Commissioners, the meetings of the committees under the Board of Commissioners and the meetings of the Board of Commissioners to which the Directors are invited.

During 2023, the Board of Commissioners held 9 (nine) meetings and 34 (thirty-four) joint meetings between the Board of Commissioners and the Board of Directors. At these meetings, the Board of Commissioners discusses various matters, including providing guidance on the Bank's strategy and business plans, financial performance, and reports from the Board of Commissioners' committees. Input from the Committees of the Board of Directors is always taken into account when providing advice and suggestions to the Board of Directors. The Committees under the Board of Directors actively monitored the areas of their respective responsibilities throughout the year.

Performance Evaluation of the Committees Under the Board of Commissioners

In order to enhance the role of the Board of Commissioners in performing its oversight function, the Board of Commissioners has formed 4 (four) committees, namely the Audit Committee, the Risk Monitoring Committee, the Remuneration and Nomination Committee and the Integrated Governance Committee.

In 2023, these committees have performed their duties and responsibilities well in supporting the supervisory function of the Board of Commissioners. All recommendations from each committee were also accepted by the Board of Commissioners and are considered in the decision-making process on proposals submitted by the Board of Directors.

The Audit Committee has performed its duties and responsibilities well in overseeing various matters related to the planning and conduct of the audit as well as monitoring

the follow-up of the audit results to assess the adequacy of internal control, including the adequacy of the financial reporting process, the implementation of the duties of the Internal Audit Work Unit, the compliance of the audit conducted by the Auditing Firm with the applicable auditing standards, and the implementation of follow-up actions by the Board of Directors on the findings of the Internal Audit Work Unit, the Auditing Firm, as well as the results of supervision by Bank Indonesia and the Financial Services Authority, in order to make recommendations to the Board of Commissioners; To recommend the appointment of a public accountant and a public accounting firm to audit the financial statements; to evaluate the implementation of the audit of the financial statements by the public accounting firm; and to recommend the appointment of an independent quality controller from an external party to conduct a review of the internal audit performance.

The Risk Monitoring Committee has performed well in its duties and responsibilities to evaluate the compliance of risk management policies with the implementation of these policies, to evaluate the performance of the duties of the Risk Management Committee and the Risk Management Work Unit in order to make recommendations to the Board of Commissioners, and to provide advice to the Board of Directors so that the implementation of the Bank's risk management continues to meet the elements of adequate risk management procedures and methodologies so that the Bank's business activities can continue to run well with a controlled level of risk.

The Remuneration and Nomination Committee has assisted the Board of Commissioners in carrying out its supervisory and coaching functions towards the Board of Directors and its staff with regard to the implementation of the remuneration and nomination policies, including those related to the overall remuneration policy for employees, the Board of Commissioners and the Directors; as well as in making proposals to the Board of Commissioners, to be appointed by the General Meeting of Shareholders, of candidates who meet the requirements to become members of the Board of Directors and/or members of the Board of Commissioners.

In addition, within the framework of the Mega Corpora Financial Conglomerate, of which Bank Mega is the main entity, the Board of Commissioners, in order to carry out its duties and responsibilities, has formed an Integrated Governance Committee. This Committee has performed its duties and responsibilities well in carrying out its supervisory duties and functions over the implementation of governance at each financial services institution (LJK) in the Mega Corpora Financial Conglomeration so that it is in accordance with the Integrated Governance Guidelines.

Changes in the Composition of the Board of Commissioners

In 2023, the composition of the members of the Board of Commissioners of the Company changed after the Annual General Meeting (AGM) held on February 24, 2023. At the AGM on that date, it was decided to appoint Mr. Hizbullah

as an Independent Commissioner. The appointment of Mr. Hizbullah was approved by the Financial Services Authority based on the decision of the members of the OJK Board of Commissioners number KEPR-81/D.03/2023 dated July 25, 2023, and is effective from July 31, 2023, based on Bank Mega's letter number 112/COAF/23 dated July 31, 2023, regarding the submission of the report on the appointment of Bank Mega's Independent Commissioner to the Private Bank Supervision Department 1, Financial Services Authority.

Thus, the members of the Board of Commissioners are 5 (five) persons consisting of 1 (one) President Commissioner, 1 (one) Deputy President Commissioner and 3 (three) Independent Commissioners as follows:

	1 Januariy 2023 – 31 December 2023	1 January 2022 – 31 December 2022
President Commissioner	Chairul Tanjung	Chairul Tanjung
Deputy President Commissioner	Yungky Setiawan	Yungky Setiawan
Independent Commissioner	Achjadi Ranuwisatra	Achjadi Ranuwisatra
Independent Commissioner	Lambeck V. Nahattands	Lambeck V. Nahattands
Independent Commissioner	Hizbullah	-

Appreciation

We would like to thank the entire Board of Directors and all employees for their hard work and dedication in helping Bank Mega respond to the business challenges that arose during 2023. The Board of Commissioners believes that 2023 has provided many very valuable lessons. For this reason, the Board of Commissioners hopes that the Board of Directors and all Bank Mega employees will continue to accelerate digital transformation, increase efficiency, and implement adaptive strategies while prioritizing prudence to achieve better and more sustainable performance in the years to come.

We also thank shareholders, customers, partners and all stakeholders for their trust and support, which enables Bank Mega to deliver value to stakeholders while contributing to sustainable development in Indonesia. Finally, the Board of Directors would like to thank the Government of the Republic of Indonesia and the Financial Services Authority (OJK) for their continued support to the banking industry, including Bank Mega.

Jakarta, February 7, 2024
On behalf of the Board of Commissioners



Chairul Tanjung
President Commissioner



Board of Commissioners



Lambock V. Nahattands
Independent Commissioner



Yungky Setiawan
Deputy President Commissioner



Chairul Tanjung
President Commissioner



Achjadi Ranuwisatra
Independent Commissioner



Hizbullah
Independent Commissioner



Board of Directors Report



Bank Mega's Loan to Deposit Ratio (LDR) is 74.03%, which is in line with the Bank's policy of maintaining the LDR ratio at around 70% so that the Bank's liquidity is well maintained. The minimum capital adequacy ratio or CAR, after taking into account credit, market, and operational risks, is 26.17%, which reflects Bank Mega's strong capital structure.



Dear Shareholders and Stakeholders,

We have both experienced various political and economic dynamics in 2023, with multiple challenges from domestic and external sides. Despite global and Indonesian economic conditions that are still characterized by dynamics, Bank Mega can still maintain its position as one of the leading banks in Indonesia. We build a solid foundation and focus on collaboration and innovation to answer challenges and take advantage of existing opportunities.

We will use the performance achievements in 2023 as a stepping stone to jump higher in the following years so that Bank Mega can become a bank that grows sustainably.

Global and National Economic Conditions

At the beginning of 2023, it will be the beginning of the end of the pandemic, so the world is very optimistic that there will be a recovery in the global economy. However, the dynamics of the global economy are changing rapidly, with high uncertainty triggered by the dynamics of developed countries, which have a global impact. The United States still faces inflation above target, high interest rates, and increasing fiscal pressure overshadowing economic weakness. Trade tensions between the United States (US) and China continue to impact the decline in exports and imports of the two countries and the volume of world trade.

In addition, geopolitical-economic fragmentation is increasing with the ongoing Russian war in Ukraine, which

74.03%

Loan to Deposit Ratio (LDR)

Bank Mega's Loan to Deposit Ratio (LDR) is 74.03%



Kostaman Thayib

Direktur Utama

is causing limited supplies and persistently high global energy and food prices. The recent tensions between Israel and Palestine have added to geopolitical tensions in the Middle East region and the world. As a result, the global economic recovery process has slowed, accompanied by continued inflationary pressures due to world energy and food prices and tight labour markets in several developed countries.

Extreme cold weather in Europe in early 2023 is one factor slowing down the economic recovery process. Energy and food supplies have become very limited as a result of the war between Russia and Ukraine, slowing economic recovery in the region. Meanwhile, the Asian region was hit by drought due to El Nino, which required authorities/states to ensure food supply and security to reduce the inflation rate.

Based on these conditions, the IMF revised world economic growth in 2023 to only 3% and the OECD to 2.9%. Inflation is also predicted to reach 5.8%, higher than the pre-pandemic period. Amid world economic uncertainty, the Indonesian economy is predicted to grow well. Inflation has more quickly returned to its target range and remains under control. Various financial institutions, such as the IMF, OECD, and Bank Indonesia, predict Indonesia's economic growth to be between 4.9% and 5%.

In Indonesia, the decision by Bank Indonesia to increase interest rates was carried out as a pre-emptive and forward-looking step to reduce inflation expectations, which are currently still high, and strengthen the Rupiah exchange rate stabilization policy. This step was taken to be in line with its fundamental value resulting from the strong US dollar currency and high uncertainty in global financial markets, where domestic economic demand remains strong. Bank Indonesia also continues to strengthen its policy mix response to maintain stability and momentum for economic recovery through monetary operations and strengthening the stabilization of the Rupiah exchange rate by remaining in the market as part of efforts to control inflation.

The impact of Bank Indonesia's policy directly increases liquidity in the banking system. However, this increased liquidity does not directly affect banking credit but increases banking investment, especially in securities.

Despite these economic conditions, the Indonesian banking industry remained resilient and competitive as of November 2023. The Financial Services Authority stated that this condition was supported by relatively high profitability (ROA) and capital (CAR) levels of 2.72% and 27.86%, respectively.

In terms of intermediation performance, in November 2023, yoy credit increased by 9.67%, where the highest growth occurred in working capital credit at 10.14% yoy. Meanwhile, credit quality remains maintained with a banking net NPL ratio of 0.75% and gross NPL of 2.36%.

Meanwhile, Third Party Funds (DPK) growth in November 2023 was recorded at 3.04% yoy, with deposits being the most significant contributor to growth, namely 3.50% yoy.

Bank Performance Analysis 2023

Mega Bank Strategy and Policies

Bank Mega constantly monitors economic conditions and developments in the banking sector to anticipate existing challenges. Its strategic policy for 2023 is to continue what was previously established, namely transforming from a medium-scale bank to a large-scale bank based on the reliability of an ecosystem that unites financial services and retail transactions.

Digital capability is one key to the continued improvement of the Mobile Banking application M-Smile to become one of the best in the industry. The new features in the M-Smile application continue to be refined to make it easier for customers to carry out their banking transactions.

Digital services are also being developed in the CT Corp ecosystem to unite financial and non-financial services. Bank Mega is also transforming its business model towards a digital ecosystem to become a one-stop banking solution for customers.

In distributing credit, Bank Mega does so selectively and prudently to debtors who have a good and proven track record and focus on the corporate segment, capable of positive growth to respond to economic conditions that are still filled with uncertainty. This includes national strategic projects and credit distribution to debtors with strong finances, especially companies with solid ratings and financial conditions.

In addition, commercial segment credit distribution and joint financing are carried out by considering the financial strength of debtors or prospective debtors with excellent track records.

Bank Mega takes preventive steps to maintain good credit quality, including early warning signals and regular check-on-the-spot activities by applicable regulations. This allows the Bank to see the development of the debtor's business and be disciplined in its efforts to fulfil credit covenants.

The strategy in the credit card sector is to increase acquisition by focusing on customers with a lower-risk profile. Meanwhile, increasing sales volume is done by selecting the right merchants to concentrate on e-commerce programs as a source of transaction growth and leveraging the offline and online PT CT Corpora ecosystem as the leading strategic partner.

Bank Mega is also developing a Payment Gateway as an online transaction processing gateway to support the Bank's merchant acquiring business, both for e-commerce transactions originating from the PT CT Corpora group ecosystem ("CT Corp"), which can increase fee-based income from Credit Cards. The M-Smile application has developed features for transactions such as submitting requests for new credit cards and additional cards, transactions using QR, registering recurring payments, cash loans from cards, and others.

Bank Mega has also utilized technology in the credit card application process, including biometrics, alternative scoring, electronic signatures, and other technologies, to ensure a fast and high-quality credit approval process.

The strategy for third-party funds is to focus on the retail segment with an increase in the number of Priority Banking customers. Apart from that, the mass market and corporate segments also remain a concern for the Bank. Strategic steps to achieve this are carried out by continuing the development of digital-based banking services and improving the overall customer experience.

The Bank strives to perfect product variants and provide customers with faster, better, and more accurate services. The development of M-Smile for the needs of savings customers continues to improve product reliability and completeness, such as term savings products, foreign exchange products, FX transactions, and others.

From the Treasury aspect, Bank Mega actively and conservatively carries out its business carefully in maintaining its asset and liabilities portfolio so that it continues to generate profits while still paying attention to liquidity. Amid challenging economic conditions that are still uncertain, in 2023 Treasury will still be able to take advantage of the volatility in the market by continuing to invest from the Bank's excess liquidity, managing the funding gap between assets and liabilities, and ensuring the stability of the Bank's liquidity by looking at the number of High-Quality Liquid Assets (HQLA), Liquidity Coverage Ratio (LCR), and Net Stable Funding Ratio (NSFR).

The Role of the Board of Directors in Strategy and Policy Formulation

The Board of Directors formulates strategies and strategic policies to be implemented in 2023 per the mandate in the Board of Directors Work Guidelines and Regulations. The Board of Directors actively formulates strategies and strategic policies to implement its duties and responsibilities. The strategy and policies set by the Board of Directors are always in line with the Bank's Vision and Mission, as stipulated in the Bank's Business Plan, which is accompanied by approval from the Board of Commissioners.

Processes Carried Out by the Board of Directors to Ensure the Implementation of Strategies and Policies

To ensure that the Bank's strategies and policies are implemented well, the Board periodically evaluates them as part of its active role in ensuring that strategy implementation aligns with the Bank's targets, vision, and mission. The Board also plays an active role in ensuring that all parts of the organization understand and consistently implement the Bank's strategy in each business unit.

The Board of Directors is directly involved in supervising strategy implementation and ensuring that all parts of the organization have equal opportunities to convey ideas and innovations that can support achieving the Bank's goals. Committees under the Board of Directors assist the Board in this process.

2023 Performance Achievements and Comparison with Target

Throughout 2023, Bank Mega has implemented the business strategy in the Bank's Business Plan. However, economic conditions are still full of challenges and uncertainties that impact the Bank's business strategy plan. These conditions require the Bank to make

several adjustments to maintain business continuity. The achievement of business performance and financial conditions in the 2023 Bank Business Plan (RBB), reported to the OJK, has yet to show optimal results, especially in third-party funds and credit. However, savings, as a component of cheap funds, increased by 6.32% to IDR 15.66 trillion from IDR 14.73 trillion in the same period in 2022. Asset quality (gross NPL) remained well maintained at 1.57%, better than the industry's awful NPL position in November, which was 2.36%. Apart from that, with a strong capital structure, which is reflected in the CAR position of 26.17%, and strong liquidity, with an LDR of 74.03%, it reflects that Bank Mega has ample room to develop its business in the future.

In 2023, the Bank recorded assets of IDR 132.05 trillion, with loans disbursed amounting to IDR 66.30 trillion, where corporate credit is the credit segment with the most significant portion of 68.21%, namely IDR 45.22 trillion.

Meanwhile, Bank Mega's outstanding credit cards reached IDR 6.33 trillion, with a sales volume of IDR 19 trillion in 2023. The increase in sales volume was supported by the

growth of Domestic and international transactions, both online and offline. Third-party funds (DPK) collected by the Bank reached IDR 89.43 trillion, with Deposits accounting for the most significant portion, 71.17% of the total DPK or IDR 63.65 trillion.

In terms of ratios, the Return on Assets (ROA) reached 3.47%, the Return on Equity (ROE) reached 17.62%, and the Net Interest Margin (NIM) reached 5.21%. The ratio of operating expenses to operating income (BOPO) is maintained at 65.36%, which is still better than the industry's 76.80% as of November 2023.

Meanwhile, Bank Mega's LDR is 74.03%, which is in line with the Bank's policy of maintaining the LDR ratio at around 70% so that the Bank's liquidity is well maintained. The minimum capital adequacy ratio or CAR, after taking into account credit, market, and operational risks, is 26.17%, which reflects Bank Mega's strong capital structure.

The following is a table of performance achievements compared to the targets set in the Bank's Business Plan for the 2023 financial year:

Description	RBB	Actual	Pencapaian	Actual
	Dec-23	Dec-23	Target	Dec-22
Aset	144.883.578	132.049.591	91,14%	141.750.449
Kredit	75.702.760	66.292.896	87,57%	70.289.357
DPK	108.951.393	89.435.750	82,09%	102.949.667
- Giro	13.767.115	10.125.725	73,55%	12.818.842
- Tabungan	16.051.941	15.662.241	97,57%	14.731.561
- Deposito	79.132.337	63.647.784	80,43%	75.399.264
PBT	5.539.483	4.354.676	78,61%	5.028.070
PAT	4.463.389	3.510.675	78,65%	4.052.678
Rasio:				
KPMM (CAR)	26,81%	26,17%	97,61%	25,41%
ROA	4,09%	3,47%	84,84%	4,00%
ROE	22,47%	17,62%	78,42%	23,15%
NIM	5,27%	5,39%	102,28%	5,42%
BOPO	59,04%	65,26%	110,54%	56,76%
NPL gross	1,70%	1,53%	90,00%	1,23%
NPL net	1,34%	1,18%	88,06%	0,91%
LDR	69,26%	74,04%	106,90%	68,04%

Constraints Faced and Anticipations Made

There are several things that the Bank views as the main challenges throughout 2023. Increasing geopolitical tensions are driving energy prices to remain high and food prices to rise, resulting in a slow decline in global inflation (gradual disinflation). To control persistently high inflation, monetary policy interest rates in developed countries, including the Federal Funds Rate (FFR), remain high for a more extended period (higher interest for longer). Bank Indonesia (BI) is considering the Fed's policy to increase its benchmark interest rate. This has an impact on increasing banking interest rates and increasing the cost of funds. Due to these conditions, Bank Mega's Cost of Funds in 2023 will increase to 4.43% ytd from 3.05% ytd in 2022.

Uncertain economic conditions and increasing credit interest rates also cause business actors to take a "wait and see" attitude, thus affecting Bank Mega's credit growth. Some debtors even accelerated repayment. However, the decrease in third-party funds and credit did not affect Bank Mega's liquidity and credit quality, reflected in the LDR position of 74.03% and gross NPL of 1.57%.

Other Performance

Information Technology

Information technology is believed to be one of the keys to the banking industry's sustainable growth. Currently, most customers are accustomed to using various digital-based platforms, and they are predicted to continue to depend on these services.

Bank Mega has launched M-Smile, a reliable digital banking solution for retail customers. This application-based banking service integrates all customer financial transaction needs, from opening a new account online and making payment transactions to connecting with the marketplace ecosystem and investing. Through M-Smile, Retail customers get a customer experience like branch services at their fingertips.

M-Smile has provided real-time interbank transfer services without fees through the BI-Fast feature. Apart from these features, the digital credit card application feature further enhances the flexibility of credit card services at M-Smile. In this way, customers no longer need to wait for a physical card to make transactions. Apart from that, there is also a feature to cash out your credit card limit into cash.

Until 2023, the M-Smile feature will have 103 features to carry out 733 types of transactions. With these features, banking transactions carried out by customers via the M-Smile application have reached 81% in terms of transaction frequency.

The number of M-smile users in 2023 will reach more than 54% of total retail customers or an increase of 18% from 2022. In 2023, the volume of customer transactions via M-Smile showed an excellent increase to IDR 37 trillion from IDR 20 trillion in 2022. Meanwhile, the total frequency of transactions in 2023 will increase to 9.0 million compared to 2022, which was 5.8 million transactions. Bank Mega is also participating in the digital payment transformation in line with Bank Indonesia's steps. Bank Mega was even one of the first banks to implement payments via QRIS MPM and CPM, QRIS transfer, withdrawal, deposit, QRIS cross border, and BI-Fast.

Bank Mega believes that speed and excellence in digitizing banking services and products will add value to the Bank in the face of fierce competition in the banking industry in the future.

As an essential issue in the banking industry, the Bank continues to strengthen its Cyber Security capabilities and capacity to improve IT security by anticipating virus and malware threats and mitigating digital risks by updating the incident management platform and automating security testing on applications.

Digital Marketing

Since 2022, Bank Mega has formed a work unit specifically for Digital Marketing. Through the Digital Marketing Channel, in 2023, Bank Mega succeeded in acquiring 25,266 new credit card customers, growing 245% compared to 2022, which received 7,322 new credit card customers, or reaching around 30% of the total growth in the Bank's new credit card customers.

With various digital marketing campaigns throughout 2023, Bank Mega increased credit card customers' satisfaction and loyalty scores from -27.1 to 9.8 and M-Smile application users from 4.9 to 27.3 at the end of 2023.

Main Activities And Types Of Products And Services Offered

Bank Mega carries out business activities in banking services by collecting and providing public funds and competitive interest rates to customers. The products and services offered, including credit distribution, can be seen and explored.

Interest Rates for Collection and Provision of Funds

In determining the interest rate for collecting and providing funds, the Bank refers to Global and domestic economic

conditions that influence Bank Indonesia's benchmark interest rate by considering prevailing market conditions.

As a form of compliance with OJK Circular Letter No 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports, Bank Mega discloses the Basic Credit Interest Rate (SBDK) information. The presentation of information on introductory credit interest rates fulfills the Bank's obligations as a Commercial Bank that carries out conventional business activities to report and publish Prime Lending Rates in Rupiah.

Suku Bunga Dasar Kredit Rupiah Berdasarkan Segmen Bisnis Pada Tahun 2023 (Efektif % per tahun)

Periode	Kredit Korporasi	Kredit Retail	Kredit Mikro	Kredit Konsumsi	
				KPR	Non KPR
March 2023	10,37%	10,64%	-	10,65%	9,52%
June 2023	10,31%	10,58%	-	10,63%	9,50%
Sept 2023	10,29%	10,56%	-	10,60%	9,50%
Dec 2023	10,29%	10,56%	-	10,62%	9,53%

Organizational Structure and Human Resources

Organizational Structure

Dynamic organizational developments and business changes make the Bank's organizational structure play an important role in achieving its goals. In determining the organizational structure, Bank Mega always carries out studies, considering various factors that can increase effectiveness and efficiency and ensure the continued continuity of the Bank's organization.

Bank Mega's organizational structure in 2023 is stated in the Company Profile in this Annual Report.

Human Resources

Human Resources (HR) is the most essential and significant asset and a strategic partner in achieving the Company's Vision. Therefore, human resource management is a considerable concern for the Bank towards sustainable positive performance. At the end of 2023, the number of employees will be 6,244. Bank Mega has continuously implemented various development and training programs to answer challenges and adapt quickly to market changes, especially in the banking industry.

Throughout 2023, the Bank has implemented 1,367 training program classes attended by more than 100,000 participants. These include competency certification, hard skills and soft skills training, and leadership—organizing training on the needs and objectives of learning, namely face-to-face and digital learning using virtual, hybrid, and e-learning methods. Digital Learning is the Bank's effort to utilize technological and digital developments so that increasing employee capacity can be carried out anywhere and at any time.

In addition, the Bank continuously organizes leadership and entrepreneurship development programs to prepare future leaders through the Mega Management Development Program (MMDP), where participants can understand banking business processes comprehensively from a scientific and practical perspective. MMDP program graduates have been placed in various work functions, and currently, several of the best graduates have occupied critical structural and functional positions.

Human resources are expected to adapt quickly to existing transformations and changes to make the best possible contribution to the Bank.

Total, Type and Location of Offices

The Bank's office network, in the form of branch offices, is an essential part of the Bank's operational and intermediation functions and the leading channel for selling banking products. In developing the office network, the Bank also synergizes with the company office network in the PT CT Corpora group.

In 2023, Bank Mega will offer various banking products and services through a network of 367 branch offices and 582 ATM units with locations spread throughout Indonesia under the coordination of 8 Regional Offices.

Work Network and Business Partners

Bank Mega also continues to collaborate with various business partners, both retail business units under CT Corp and non-groups, to increase the Bank's resilience, competitiveness, and efficiency. During 2022, Bank Mega has collaborated with various business partners in providing financial product services and multiple options for the best transaction access to customers, including collaboration on bancassurance products, joint financing, e-commerce, and others by utilizing the Bank's network and customers. as a target market.

Ownership of the Board of Directors, Board of Commissioners, and Shareholders in the Bank Business Group

The share ownership (direct and indirect) of the serving members of the Board of Commissioners and Directors is stated in the Company Profile and Governance Report chapters in this Annual Report.

Important Changes Occurring In Bank and Bank Business Group

Throughout 2022, no significant changes will occur in the Bank or the Bank Business Group.

Business Prospects 2024

Geopolitics in 2024 is expected to continue, which could impact global economic growth. Bank Indonesia reported that with global economic uncertainty still very high in 2024, global economic growth has the potential to grow only 2.8%. This is caused by the emergence of the phenomenon of gradual disinflation or inflation, which is falling slowly. The reference interest rates of developed countries, especially the US, are still high or higher for longer, and the US dollar will continue to strengthen. Finally, the flow of foreign capital will still leave emerging markets to developing countries. Proceed. However, in

January 2024, the IMF revised its global economic growth projection to 3.1% in 2024. The global economy is entering the final stage of a soft landing because inflation continues to decline, and economic growth remains solid. However, the growth rate is still slow, and turbulence may still occur. Meanwhile, in Indonesia, 2024 is a political year for elections. Investment activities during elections usually experience a slowdown because investors will have a "wait and see" attitude. However, it is hoped that the election can run peacefully so that it does not affect investors' plans to invest in Indonesia. Indonesia's economic growth is estimated to grow in the range of 4.9% - 5.2% as reported by the Ministry of Finance / APBN (5.2%), Bank Indonesia (4.87% - 5.5%), IMF (5%) and World Bank (4.9%).

To face these macroeconomic conditions, the right strategy is needed to continue to grow and realize the targets set in the Bank Mega 2024 RBB, including:

1. Increase third-party funds by paying attention to the balance between the LDR ratio, cost of funds, and the total asset target to be achieved.
2. Increase credit distribution while remaining based on prudential banking and paying close attention to the industry to be financed
3. The target LDR ratio by Bank policy is around 70%.
4. Increase efficiency in other costs with a maximum BOPO ratio target of 60%.
5. Synergy in developing the Bank's office network with the company office network in the PT CT Corpora group.
6. Transformation of information technology to support the development of digital retail and banking businesses, mitigate operational risks and efficiency of operating costs through automation of operational processes

Implementation of Bank Governance

Bank Mega is committed to implementing Good Corporate Governance (GCG) consistently and with quality in every aspect of the Bank's operational business activities. Exemplary GCG implementation has become required to ensure transparency and accountability of Bank management to the public and provide consistent and quality-added value for shareholders and other stakeholders.

During 2023, Bank Mega will also maintain its commitment to implementing Good Governance to ensure that business and operational practices run in a corridor that is by statutory regulations and Governance best practices. The Board of Directors, Board of Commissioners, and all Bank Mega employees are committed to implementing

the best governance practices so that every program and plan can be realized according to expectations. For this reason, we always carry out improvements and refinements to GCG every year.

In implementing GCG, Bank Mega ensures that the principles of Governance, namely transparency, accountability, responsibility, independence, and fairness, can be applied at all levels of the organization in the Bank's activities. Implementing the Bank's business activities must always be by the Bank's vision, mission, corporate values, and strategy, which are based on prudential principles and regulations of the Financial Services Authority, Bank Indonesia, and applicable laws and regulations.

To improve the quality of the implementation of Good Corporate Governance, Bank Mega consistently measures the quality of GCG implementation (self-assessment) by Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks. As a result, the Bank consistently scores 2 (two) with the predicate "Good" according to the self-assessment carried out every semester.

On the other hand, as part of implementing GCG, the Bank is also consistently implementing risk management aspects. Bank Mega routinely monitors and evaluates the implementation of risk management, which is implemented in Board of Directors Meeting forums and Joint Board of Directors and Commissioners Meetings. Any inappropriate records regarding the implementation of risk management are brought to the attention of the Board of Directors and Board of Commissioners to be corrected and ensured that they are carried out according to the rules. In a group-wide scope, Bank Mega is the primary entity implementing integrated Governance and risk management in the Mega Corpora Financial Conglomeration. To ensure its duties and responsibilities as the Main Entity, Bank Mega has formed several work units to support the implementation of the Mega Corpora Financial Conglomeration.

Assessment of the Performance of Committees Under the Board of Directors

Based on applicable laws and regulations, the Board of Directors can form a support unit to assist in the smooth implementation of the Board of Directors' daily duties and responsibilities. Until the end of 2023, the Board of Directors of Bank Mega has formed 8 (eight) Committees tasked with assisting the Board of Directors in managing the Bank, namely the Risk Management Committee, Assets and Liabilities Committee (ALCO), Credit Policy Committee, Information Technology Committee, Human Resources Committee, and Product Committee, Crisis Management Committee, and Credit Committee.

In line with the Mega Corpora Financial Conglomeration, the Bank, as the Main Entity, has carried out its duties and responsibilities by forming 2 (two) committees, namely the Integrated Risk Management Committee and the Integrated Governance Committee.

The Board of Directors assesses that in 2023, these committees' implementation of duties, responsibilities, and meetings will run according to the rules and take place effectively. Throughout 2023, the Board of Directors' participation in committee meetings, including decisions taken during meeting discussions, will also be used as a reference in assessing the performance of the Committees under the Board of Directors.

Commitment and Implementation of Policies on Environmental, Social and Governance

Bank Mega is committed to protecting the environment by always paying attention to social aspects and implementing good governance. In this case, the Bank has implemented several policies and practices to meet Environmental, Social, and Governance (LST/ESG) standards.

In addition, to implement Financial Services Authority Regulation No. 51/POJK.03/2017 Concerning Sustainable Finance, Bank Mega is fully committed to implementing a sustainable TJSL program.

The Bank's Sustainable Finance Action Plan (RAKB) will implement sustainable finance in 2023. Implementing Bank Mega's sustainability principles is discussed thoroughly and presented in the Sustainability Report, an inseparable part of the 2023 Annual Report.

Changes in the Composition of the Board of Directors

The Annual General Meeting of Shareholders (AGMS), held on February 24, 2023, approved the addition of a Director, specifically in the field of Information Technology, in connection with technological developments and the need for digitalization business models in the Company. In this case, the AGMS has approved the appointment of YB Hariantono as Director of Information Technology.

The Financial Services Authority has approved the appointment of YB Hariantono based on the Decision of Members of the OJK Board of Commissioners number KEPR-4/D.03/2023, dated March 20, 2023. It is effective from March 27, 2023, based on Bank Mega letter number 058/COAF/23, March 27, 2023, regarding the Submission of the Report on the Appointment of Bank Mega's Director of Information Technology, addressed to the Private Bank Supervision Department 1, Financial Services Authority.



Apart from that, the AGMS also approved the creation of the position of Deputy President Director in the composition of the Bank's Board of Directors. The additional provisions for the position of Deputy President Director in the composition of the Board of Directors have also been approved at the AGMS on February 24, 2024, on the agenda for Amendments to the Articles of Association. In this case, the AGMS has approved the appointment of Indivara Erni and Lay Diza Larentie, respectively, as Deputy President Director. The appointment of Indivara Erni and Lay Diza Larentie has received approval from the Financial Services Authority based on the Decision of the Members of the OJK Board of Commissioners number KEPR-41/D.03/2023 dated June 06, 2023, which approved the appointment of Ms. Lay Diza Larentie as Deputy President Director of PT Bank Mega Tbk, and Number KEPR-42/D.03/2023 dated June 06 2023 which approved the appointment of Ms. Indivara Erni as Deputy President Director of PT Bank Mega Tbk.

The appointment is effective from June 12, 2023, based on Bank Mega letter number 100/COAF/23, dated June 12, 2023, regarding the Submission of Reports on the Appointment of Deputy Main Director of Bank Mega, addressed to the Private Bank Supervision Department 1, Financial Services Authority.

Thus, after the AGMS, which was held on February 24, 2023, the number of Directors was 8 (eight) people, with the composition of the members of the Board of Directors until this Annual Report was prepared as follows:

Direktur Utama : Kostaman Thayib
Deputy President Director : Indivara Erni

Deputy President Director : Lay Diza Larentie
Compliance and : Yuni Lastianto
Human Capital Director
Loan Director : Madi Darmadi Lazuardi
Treasury and International : Martin Mulwanto
Banking Director
Operational Director : C. Guntur Triyudianto
Information Technology : YB Hariantono
Director

Appreciation And Closing

Although it did not fully meet expectations in a year full of challenges and dynamics, Bank Mega still posted a positive performance. Current achievements will be used as a stepping stone to jump even higher. On behalf of the Board of Directors, we thank the Board of Commissioners for their trust, guidance, and input throughout 2023. We also thank and appreciate customers, shareholders, regulators, the community, and all other stakeholders for their support. Cooperation that has been established well.

This good relationship has encouraged Bank Mega to continue contributing positively through various innovations that answer customer needs while ensuring the Bank achieves quality and sustainable growth.

Finally, we thank all Bank Mega employees for their enthusiasm and dedication to realizing the Bank's vision, "To be the Nation's Pride."

Jakarta, 7 February 2023
On behalf of the Board of Directors

Kostaman Thayib

President director



Board of Commissioner



Martin Mulwanto

Treasury and International
Banking Director

C. Guntur Triyudianto

Operational Director

Indivara Erni

Deputy President
Director

Yuni Lastianto

Compliance and Human
Capital Director



Kostaman Thayib
President Director

Lay Diza Larentie
Deputy President
Director

Y.B. Hariantono
Information
Technology Director

Madi Darmadi Lazuardi
Loan Director

Statements of Accountability of 2023 Annual Report

▶ Boards of Commissioner



Chairul Tanjung
President Commissioner



Yungky Setiawan
Vice President Commissioner



Achjadi Ranuwisastra
Independent Commissioner



Lambock V. Nahattands
Independent Commissioner



Hizbullah
Independent Commissioner

We, the signatories, hereby stated that all information contained in the 2023 Annual Report of PT Bank Mega Tbk has been comprehensively presented and that we are fully accountable for the accuracy of the contents of the Company's Annual Report.

This statement is made truthfully.

▶ Boards of Directors



Kostaman Thayib
President Director



Indivara Erni
Vice President Director



Lay Diza Larentie
Vice President Director



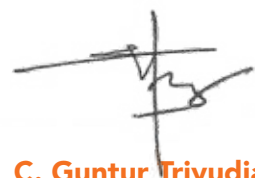
Yuni Lastianto
Compliance & Human
Capital Director



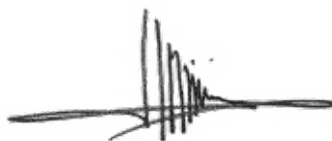
Madi Darmadi Lazuardi
Credit Director



Martin Mulwanto
Treasury & International
Banking Director



C. Guntur Triyudianto
Operations Director



Y.B. Hariantono
Information Technology
Director

03

Company Profile





Corporate Identity

**Company Name**

PT BANK MEGA Tbk

**Ticker**

MEGA

**Date of Establishment**

15 April 1969

**Legal Basis of Establishment**

Deed of Establishment PT Bank Karman No. 32 dated April 15, 1969 Juncto Deed of Establishment No.47 dated November 26, 1969

**Line of Business**

Banking Services

**Legal Basis of Establishment**

Deed of Establishment PT Bank Karman No. 32 dated April 15, 1969 Juncto Deed of Establishment No.47 dated November 26, 1969

**Commercial Bank Licence**

Decision letter of Senior Deputy Governor of Bank Indonesia No. 3/1/KEP/DGS/2001 dated January 31, 2001

**Foreign Exchange Licence**

Decision letter of Bapepam LK No. 20/STTD-WA/PM/2000, August 2, 2000

**Issued and Paid-Up Share Capital**

Amounted to Rp13,500,000, - (in millions of Rupiah) comprising of 27,000 millions of shares at nominal value of Rp500,- per share

**Issued and Paid-Up Share Capital**

Amounted to Rp5.870.462 (in millions of Rupiah) comprising of 11.740.923.365 shares at nominal value of Rp500, - per share

**Shareholders**

PT Mega Corpora (**58.02 %**)
Public <5% (**41.98%**)

**Jumlah Pegawai**

6244 employees (as of December 31, 2023)

**Jaringan Kantor**

Regional Office : 8
Branches : 55
Sub-branches : 312
Functional Office : 3

**Mobile Banking Application**

Mega Smart Mobile (M-Smile)

**Subsidiaries**

-

**Address**

Menara Bank Mega
Jl. Kapten Tendean No. 12-14A
Jakarta Selatan 12790
DKI Jakarta, Indonesia
Mega Call: 08041500010/(+62)29601600
Telepon: (+62 - 21)7917 5000
Email: corsec@bankmega.com
Fax.: (+62 - 21) 7918 7100

**Website and Social Media**

🌐 : bankmega.com
f : BankMegaID
📷 : @bankmegaid
📺 : @BankMegaID
📺 : Bank Mega Indonesia
🎵 : @bankmega

Company at a Glance



With the acquisition of PT Mega Bank in 1996, CT Corpora (formerly known as PT Para Global Investindo and PT Para Rekan Investama, or PARA GROUP) began its presence in the national banking industry. After undergoing a transformation by changing its logo to enhance its image as a public trusted financial institution, PT Mega Bank changed its name to PT Bank Mega in 2000. Subsequently, PT Bank Mega conducted an initial public offering (IPO) and was listed on the BEJ and the BES, thus changing its name to PT Bank Mega Tbk and using the ticker MEGA. This corporate action was carried out in order to strengthen the capital structure of the Bank.

After becoming a public company, Bank Mega received permission from the Capital Market Supervisory Agency - Financial Institutions ("BAPEPAM-LK") on August 2, 2000 to conduct business activities as a trustee. A few months later, the Bank obtained permission to operate as a foreign exchange bank based on the Decree issued by the Senior Deputy Governor of Bank Indonesia No. 3/1/KEP/DGS/2001 dated January 31, 2001.

Bank Mega's active participation in the national banking industry is growing, supported by the existence of 8 regional offices, 55 branches, 312 sub-branches and 3 functional offices, which will be reinforced by the existence of 582 ATMs as of December 31, 2023. In addition, in line with the faster adoption of digitalization

of banking services due to the pandemic, Bank Mega launched a mobile banking application called M-Smile on April 15, 2020. This application makes it easier for customers to access banking information and services in one hand.

Previously, Bank Mega had also launched a chatbot called Mila (Mega Intelligent Assistant) to make it easier for customers and the public to get informed about Bank Mega's products and services. The AI engine in Mila can recognize natural questions. This enables it to answer questions appropriately.





Chronology of Changes to the Company Name

Historically, PT Bank Mega Tbk was established in the Republic of Indonesia under the name of PT Bank Karman which is located in Surabaya on the basis of Deed of Establishment No. 32 dated April 15, 1969. Subsequently, the name was changed again in 1992 to PT Mega Bank and relocated its head office to Jakarta. In line with the change of the logo as part of the transformation process, the name of PT Mega Bank was changed to PT Bank Mega in the year 2000.

Finally, PT Bank Mega changed its name to PT Bank Mega Tbk on January 17, 2000 after conducting an Initial Public Offering to strengthen the bank's capital structure and become a public company.

Milestone

1969

Starting as a family owned business called PT Bank Karman, and domiciled in Surabaya.

1992

The Company further changed its name in 1992 to PT Mega Bank and relocated its Head Office to Jakarta.

1996

PT Mega Bank was taken over by the PARA GROUP (PT Para Global Investindo and PT Para Rekan Investama), a holding company owned by Chairul Tanjung, an Indonesian entrepreneur. Afterwards, the PARA GROUP changed its name to CT Corpora.

1997

PT Mega Bank changed its logo

2000

The change of name from PT Mega Bank to PT Bank Mega was followed by an initial public offering (IPO) and the listing of its shares on the BEJ and BES, as well as a change of name to PT Bank Mega Tbk.

2007

Bank Mega issued subordinated bonds.

2013

The transformation of Bank Mega's logo in 2013 is a profound reflection on the expectations of Bank Mega to start building Indonesia into an unyielding nation with excellence, always able to realize prosperity and a better life.





2023



- QRIS TUNTAS (Transfer, Cash Withdrawal and Cash Deposit)
- QRIS Cross Border Launching



2022

The launch of cash withdrawals at Bank Mega ATMs with the use of QRIS.

2021

The Bank launched the Mega Payment Gateway and participated in the implementation of BI FAST.

2020

The Bank launched M-Smile (Mega Smart Mobile) and participated in implementing QRIS.

2019

The Mega Intelligent Assistant (MILA) chatbot was launched.

2018

Launch of the Mega Cash Line.

2017

Launch of the Mega Travel Card credit card, which offers customers guaranteed competitive exchange rates, higher mileage, flexibility in mileage point exchange and lifetime benefits.

2014

Bank Mega participated in the launching of the National Non-Cash/GNNT Movement to support the Less Cash Society program.



The Company Logo



The logo of Bank Mega, which was launched in 2013, is a deep reflection of Bank Mega's hope to take part in establishing Indonesia into an excellent nation which never gives up so that it will always be able to realize prosperity and a better life.

The "M" symbol, which has been widely known, is a representation of the aspirations, optimism, and opportunities of the Indonesian citizens as well as the desire to build a better and more prosperous future for the family and nation.

The series of warm colors symbolizes the energy and spirit of Bank Mega, new ideas and comprehensive financial solutions for customers and Bank Mega personnel. To emphasize, we have pinned the yellow color which represents intelligence and hope, combined with the gray color which symbolizes sophisticated processes and systems. The orange color depicts optimism and energy which shows that Bank Mega always sees and carries out things positively and thus always strives for positive results.

Business Activities

Pursuant to the latest Deed of Amendment to the Articles of Association of Bank Mega No. 08 dated February 27, 2023, paragraph 1, the objective and purpose of establishing the Bank is to carry out financial activities in the form of conventional banking.

In order to achieve these objectives, Bank Mega operates as a conventional commercial bank. Its main activities are as follows:

1. collecting funds from the public in the form of savings in the form of savings accounts, current accounts, time deposits, certificates of deposit and/or other equivalent forms;
2. channeling funds in the form of loans;
3. carrying out activities related to paying systems;
4. transferring funds for own or clients' interests;
5. placing funds with another bank, borrowing funds from another bank, either by letter, telecommunication facilities, or by bearer draft, check, or other document;
6. issuing and/or conducting transactions in promissory notes, bills of exchange, shares, bonds, loan securities or any derivatives thereof, other interests or an obligation of the issuer, State Treasury Papers and Government Guarantee Papers, Bank Indonesia Certificates (SBI), in the form specified as commonly traded in the capital market and money market (securities) for the benefit of banks and/or customers;
7. providing a place for storage of goods and securities;
8. conducting foreign currency business activities;

Transfer ke Semua Bank Pakai BI-FAST GRATIS

Tanpa Syarat di M-Smile!

Download Sekarang



9. carrying out activities related to transferring receivables, factoring, credit cards and fiduciary activities;
10. conducting other activities with an approval of the Financial Services Authority (OJK).

In addition to the aforementioned principal activities, the Bank may perform ancillary activities, namely:

1. performing capital investment activities in institutions that perform banking, capital market, insurance, pension fund, financing and other financial services activities on the basis of the provisions of laws and regulations in the financial services sector or are called financial services institutions (FSIs) and/or other companies that support the banking sector by meeting the provisions set by the OJK;

2. conducting temporary capital investment activities outside the OJK in order to overcome the consequences of credit failure with the condition that the investment must be withdrawn;
3. acting as pension fund founder and pension fund administrator in accordance with the provisions of laws and regulations on pension funds;
4. cooperating with other FSIs and non-FSI in providing financial services to customers, and/or
5. conducting other banking activities as permitted by prevailing laws and regulations.

Such ancillary business activities shall be in compliance with the provisions set by the OJK and the provisions of the laws and regulations relating to the banking business.

Products and Services

Bank Mega offers a wide range of banking products, both savings and loans, to both individual and institutional customers. These various banking products are equipped with various banking services to meet the needs of the customers. These services include those related to treasury and international banking services, which are explained in the following table.

Deposit Products		
Savings	Current Accounts	Deposits
- Mega Dana - Mega Maxi - Mega Berbagi - Mega Rencana - Mega Perdana	- Mega Ultima - Mega Valas - TabunganKu - Rekening Dana Nasabah	- Mega Pro - Mega Bisnis - Mega Berbagi - Mega Pro Valas - Mega Bisnis Valas
- Mega Depo - Mega Depo Valas - Mega Depo On Call		
Loan Products		
Working Capital Loans	Investment Loans	Consumer Loans
- Checking Account (PRK) - Demand Loan (DL) - Fixed Loan - Account Receivable (A/R) Financing - Factoring Financing	- Term Loan - Mal Outlet Financing	- House Loan (KPR) - Housing Loan for Renovation (KPPR) - Car Loan (KPM) - Multipurpose Loan (KMG) - Implant Banking Program - Developer Line
Indirect Channels		
- Mega Oto Join Financing - Mega Multi Purpose Join Financing - Mega Oto Pengalihan Portofolio - Mega Multi Purpose Pengalihan Portofolio		
Trade Finance		
Export Products	Import Products	Guarantee Products
- Domestic Letter of Credit (SKBDN) Export - Domestic Letter of Credit (SKBDN) Collection Basis - Outward Documentary Collection - Bank Guarantee - Negosiasi Wesel Ekspor/Bills Discounting (LC/SKBDN) - Forfeiting (LC/SKBDN)	- Letter of Credit (LC) and Domestic Letter of Credit (SKBDN) Import - Inward Documentary Collection - Shipping Guarantee - LC/SKBDN UPAS (Usance Payable At Sight) / UPAU (Usance Payable At Usance) - Trust Receipt (LC/SKBDN)	Bank Guarantee/Standby LC/Demand Guarantee
Services		
- Mega ATM - Mega Pass - Mega Call - Mega Cash - Mega Auto Pay - Mega Internet - Mega Internet Bisnis - Mega Tax - Mega SDB (Safe Deposit Box)	- Mega Wali Amanat - Mega Concentration Account - Mega Automatic PIB - Mega Custody Service - Mega Security Agent - Mega Transfer - Mega Kliring - Mega Inkaso	- Mega Intercity Clearing - Mega E-Billing Settlement Bank - Mega Payroll - Mega First Priority Banking - MoneyGram - Mega Virtual Account - M-Smile - M-Money
Internasional Transactions		
Remittance		
Treasury		
- Foreign Exchange Transactions (Spot, Forward & Derivatives) - Money Market - Marketable Securities / Bonds		



Please refer to the Bank's website, including the following link, for explanations of each banking product and service:

1. <https://bankmega.com/id/personal/simpanan-individual/>
2. <https://bankmega.com/id/bisnis/simpanan-bisnis/>

New Products and Services in 2023

Bank Mega is committed to develop new banking products and services in 2023 to meet the needs of customers. The new products and services to be developed are XXXX, XXXX and XXXX..

XXXX is

XXXX is

XXXX is

Layanan Perbankan Digital

Bank Mega has launched a mobile banking application called M-Smile on April 15, 2020. This application makes it easy for the customers to access the information and services of the bank in one hand. M-Smile offers various features including digital account onboarding, mutation information, billing, cardless cash withdrawals, transfers, payments, purchases, electronic money recharge, using QRIS with MPM, CPM and TTM methods.

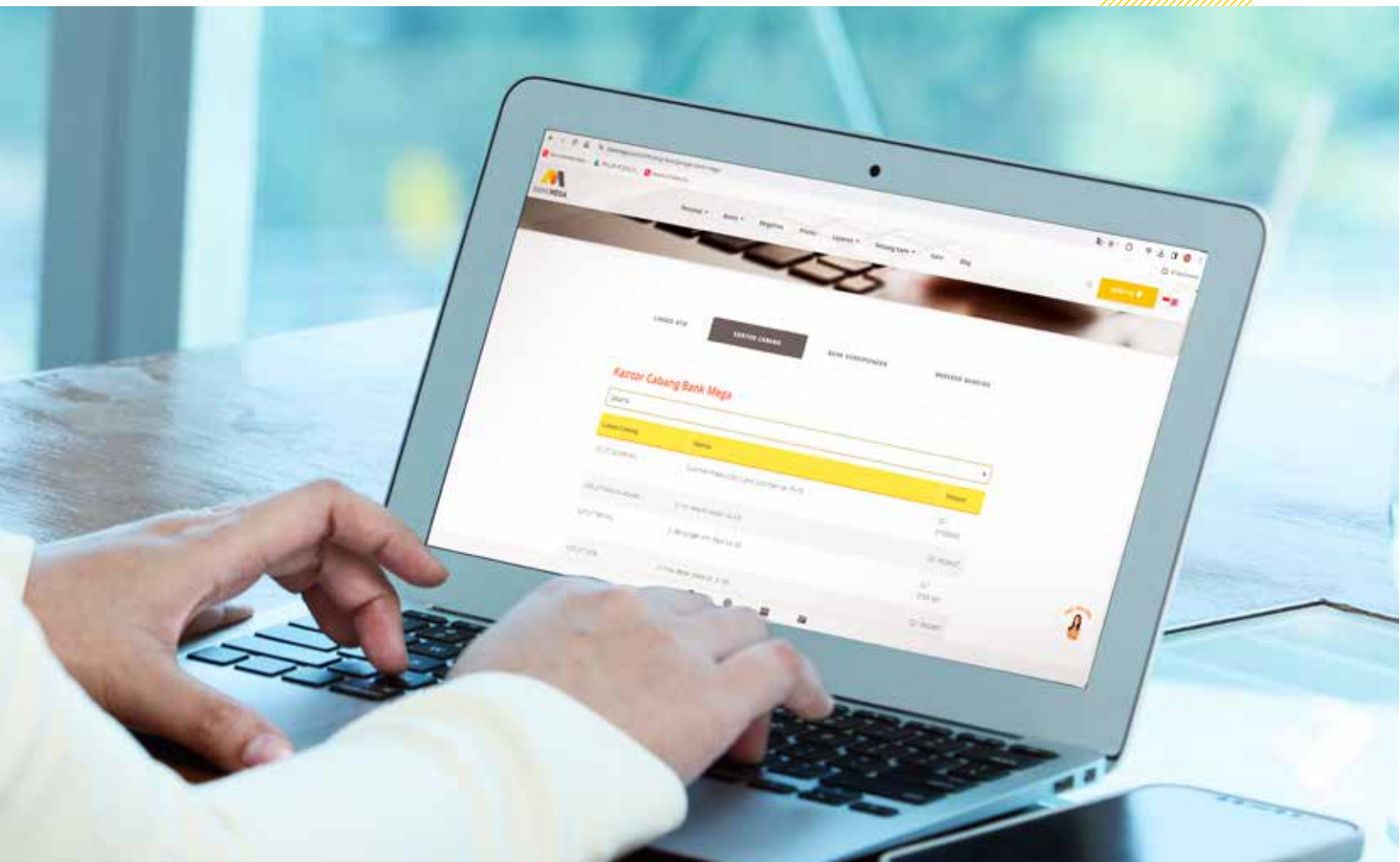
In addition, customers have the freedom to choose the source of funds for transactions. They can use savings, credit cards or electronic money. Customers can also manage their accounts independently, both savings and credit cards. They can update the latest promotions with benefits that customers can enjoy at any time.

In summary, the development of the innovation of digital services in the past five years can be described as follows:

Tahun	Gambar aplikasi beserta fitur baru yang dikembangkan per tahun	Penjelasan
2023	XXX	XXX
2022	XXX	XXX
2021	XXX	XXX
2020	XXX	XXX
2019	XXX	XXX

In line with the innovations developed above, Bank Mega was able to record an increase in the number of downloads of the M-Smile application by XX% yoy to reach XXX in 2023. This increase also promoted an increase in the number of users of the M-Smile application, which will reach XXXX as of December 31, 2023, with a growth of XX% yoy. Correspondingly, Bank Mega's transaction value via M-Smile application increased by XX% yoy to RpXXXX. This growth in transaction value is supported by increasing the number of transactions to reach XXXXX or growing by XX% yoy in 2023.

Tahun	Jumlah unduhan aplikasi M-Smile	Jumlah pengguna aplikasi M-Smile	Jumlah transaksi	Nilai transaksi
2023	XXX	XXX	XXX	XXX
2022	XXX	XXX	XXX	XXX
2021	XXX	XXX	XXX	XXX
2020	XXX	XXX	XXX	XXX
2019	XXX	XXX	XXX	XXX



Operational Areas

Bank Mega has a network of offices providing banking services throughout Indonesia. The network consists of 8 regional offices, 55 branches, 312 sub-branches and 3 functional offices which are strengthened by the presence of **582** ATMs as of December 31, 2023. In addition, Bank Mega cooperates with 14 correspondent banks. These banks are located in several countries.

Complete information on the location of branches, ATM's and correspondent banks is available at

<https://bankmega.com/id/tentangkami/jaringan-bank-mega/>



Association Membership

Bank Mega is engaged in the following organizational activities in addition to its business activities in the national banking sector:

Jenis Asosiasi	Status Keanggotaan
Perhimpunan Bank Umum Nasional (Perbanas)	Active
Ikatan Bankir Indonesia (IBI)	Active
Asosiasi Emiten Indonesia (AEI)	Active
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDP)	Active
Bankers Association for Risk management (BARa)	Active
Himpunan Pedagang Surat Utang Negara (HIMDASUN)	Active
Association Cambiste Internationale – Financial Markets Association (ACI FMA) Indonesia	Active



Vision, Mission and Corporate Culture

Nilai
Perusahaan

Dynamic →

D

Entrepreneurship →

E

Trust →

T

Ethics →

E

Commitment →

C

Synergy →

S



Vision

The Pride of
the Nation



Mission

Realizing sustainable good relationships with customers through innovative banking services and synergies supported by an integrated ecosystem, professional human resources and the best organizational performance capabilities to provide high added value for all stakeholders.

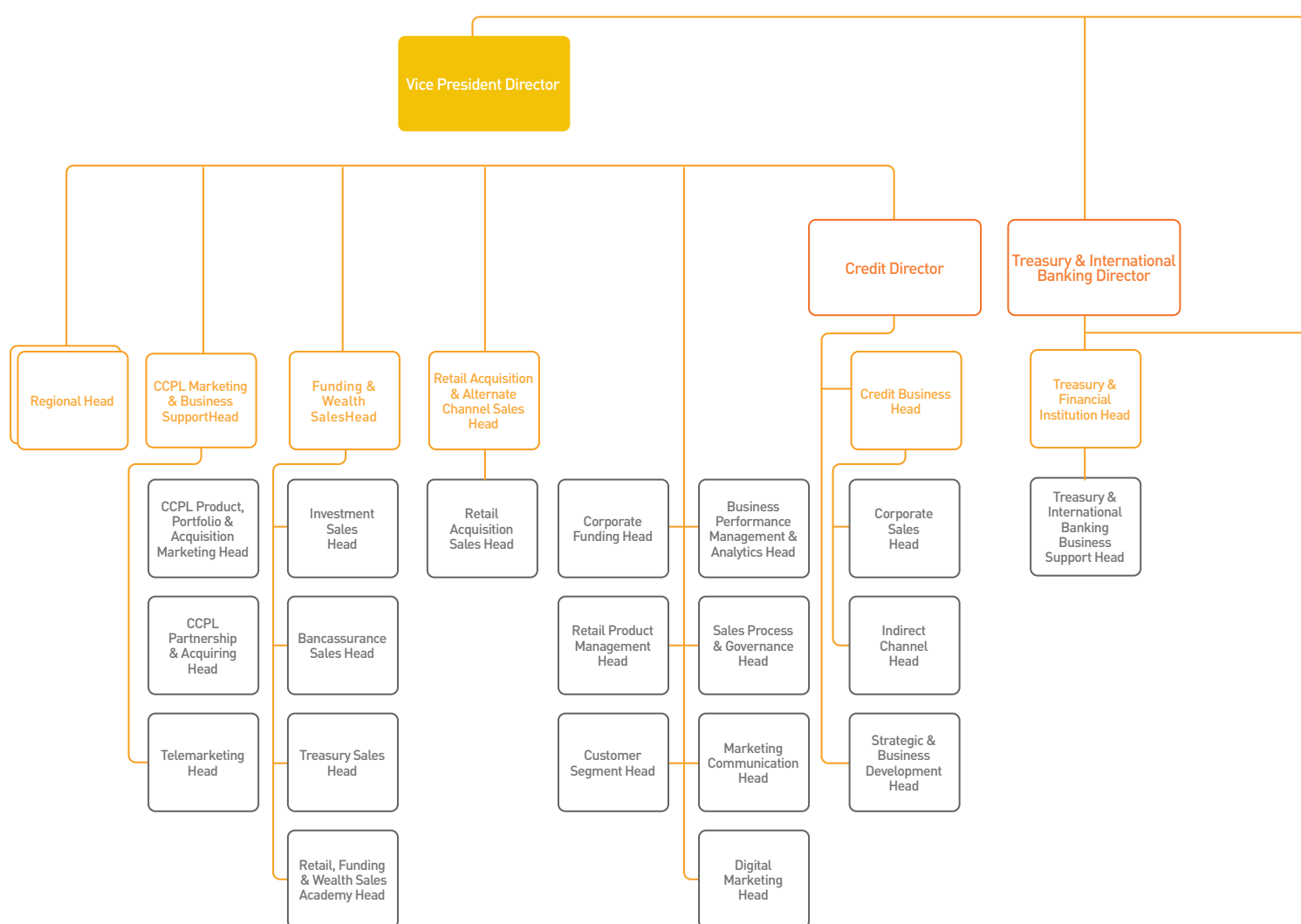
“ The Board of Commissioners and the Board of Directors have reviewed and approved the Vision and Mission of Bank Mega through Decree No. XXX/XXXX/20XX on XXXXX.

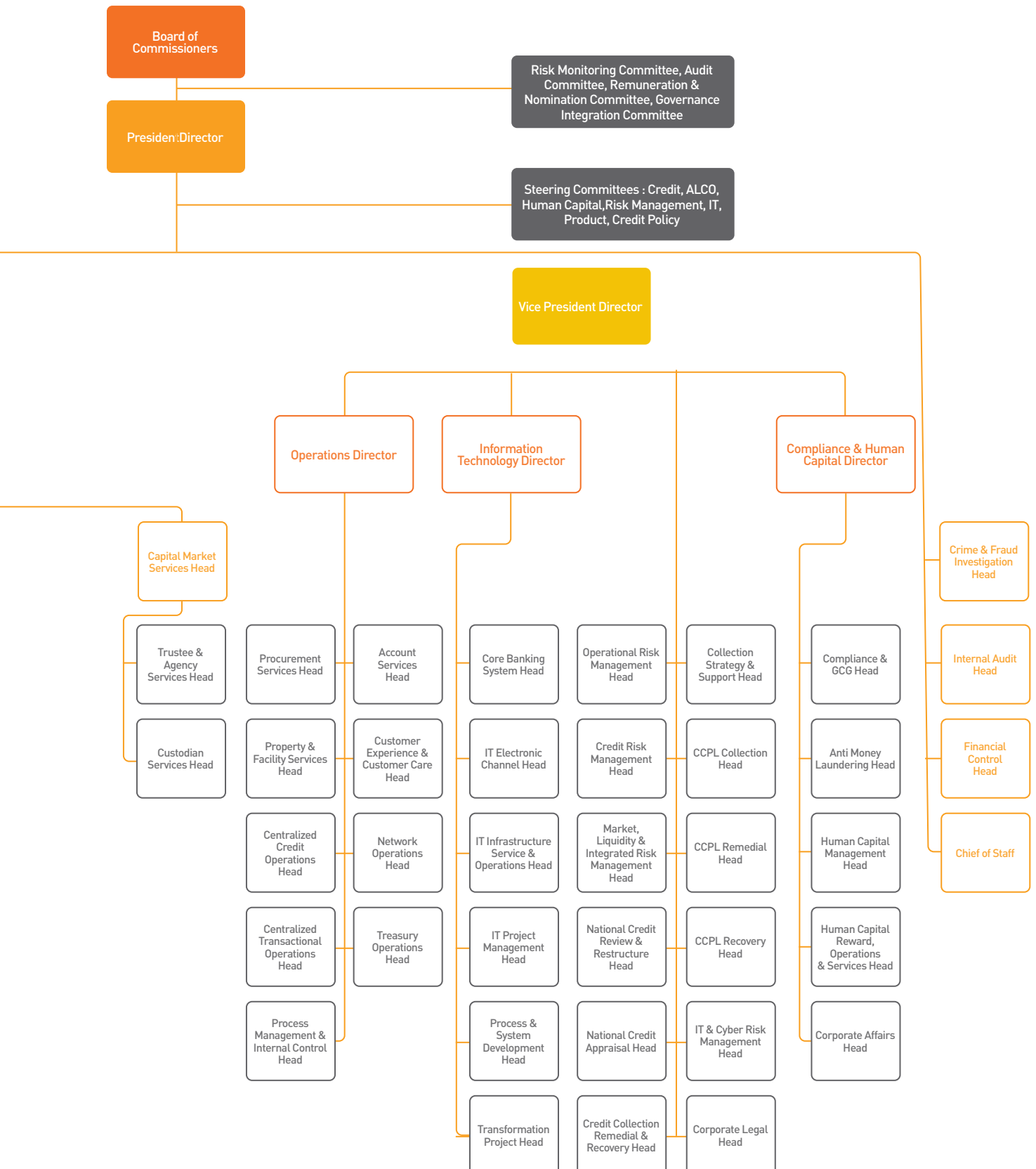


Organizational Structure

Taking into account the future development of the Bank's business, which requires an ideal organizational structure, and with the hope that each line of the organization will perform its functions in accordance with the goals of the Bank, the Bank's Board of Directors has made adjustments to the organizational structure, as established in the Bank Mega Board of Directors' Decree No. 091/DIRBM/23 dated July 31st 2023 via Struktur Organisasi PT. Bank Mega Tbk.

The current organizational structure of Bank Mega, based on the Decree of the Board of Directors, is as follows:







Board of Commissioners' Profile

The composition of the Board of Commissioners of Bank Mega as of December 31, 2023 was subject to changes in accordance with the resolution of the General Meeting of Shareholders of February 24, 2023, one of the resolutions of which was the approval of the appointment of Hezbollah as an independent commissioner. Accordingly, the composition of the Board of Directors of Bank Mega as of 31 December 2023 is as follows:

	January 1, 2022 - December 31, 2023	January 1, 2021 - December 31, 2022
President Commissioner	Chairul Tanjung	Chairul Tanjung
Deputy President Commissioner	Yungky Setiawan	Yungky Setiawan
Independent Commissioner	Achjadi Ranuwisastra	Achjadi Ranuwisastra
Independent Commissioner	Lambock V. Nahattands	Lambock V. Nahattands
Independent Commissioner	Hizbullah	-

The profiles of each member of the Board of Directors of the Bank serving until the financial year ending on December 31, 2023 are as follows:

Chairul Tanjung

President Commissioner

Born in Jakarta in 1962

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Extraordinary GMS Resolutions dated November 15, 2017 and effective on June 4, 2018.

Educational Background

- Dentistry from the University of Indonesia (1987).
- Executive MBA Program at the Educational & Management Development Institute, Jakarta (1993).
- Doctorate Honoris Causa from Airlangga University, Surabaya (2013).
- Doctorate Honoris Causa from Padjadjaran University, Bandung (2013).
- Doctorate Honoris Causa from MARA Technology University, Malaysia (2014).

Employment History

- Chairman of the National Economic Committee (2010—2014).
- Coordinating Minister of Economic Affairs, Kabinet Indonesia Bersatu II (May—October 2014).
- President Commissioner of PT Bank Mega, Tbk (2018—present)..

Concurrent Positions

- President Commissioner of PT CT Corpora
- President Commissioner of PT Para Rekan Investama
- President Commissioner of PT Mega Corpora
- President Commissioner of PT Trans Corpora
- President Commissioner of PT Trans Airways
- President Commissioner of PT Private Investment Indonesia

Affiliate Relationship

Ultimate shareholders of PT Bank Mega, Tbk.

Training

2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Bank Mega Jakarta



Yungky Setiawan

Deputy President Commissioner

Born in Jakarta in 1962

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

- Served as Vice President Commissioner of Bank Mega, based on the resolution of the EGMS on February 28, 2018
- Served as Commissioner of Bank Mega based on the results of the EGMS November 15, 2017
- Served as President Commissioner of Bank Mega, based on the results of the EGMS May 7, 2015

Educational Background

- Bachelor of Science Business Administration of City University Canada
- Harvard Executive Program di Harvard Business School, Massachusetts - USA

Employment History

- Card Marketing Manager, Card Center Division of PT Bank Danamon Indonesia Tbk (1989).
- Vice President Product and Service Development of PT Bank Danamon Indonesia Tbk (1997).
- President Director of PT Danamon Kreasi Pariwisata (1997).
- Concurrent positions as Marketing Director of PT Danamon Asuransi (September—December 1997).
- Director of Retail Banking PT Bank Mega Tbk (1998—2004).
- President Director of PT Bank Mega Tbk (2004—2010).
- Vice President Commissioner of PT Bank Mega Tbk (2010—2011).

- Concurrent positions as Chief Executive Officer (CEO) of PT Mega Corpora (2010—2011).
- Managing Director of PT Rajawali Corpora (2011—2012).
- Director of PT Indofood CBP Tbk (2012—2015).
- President Commissioner of PT Bank Mega Tbk (2015—2017).
- Commissioner of PT Bank Mega Tbk (2017).
- Vice President Commissioner of PT Bank Mega Tbk (2018—present).

Concurrent Positions

- Member of Nomination and Remuneration Committee of PT Bank Mega Tbk effective on June 8, 2018.
- President Commissioner of PT Trans Retail Indonesia.
- President Commissioner of PT Trans Retail.
- President Commissioner of PT Alfa Retailindo.
- President Commissioner of PT Trans Mart.
- President Commissioner of PT Trans Grosir Indonesia.
- President Commissioner of PT Trans Distributor.
- President Commissioner of PT Trans Fashion Indonesia.
- President Commissioner of PT Trans Indo Treding.
- President Commissioner of PT Trans Indo Importir.
- President Commissioner of PT Trans Indo Distributor.
- President Commissioner of PT Trans Impor Indonesia.
- President Commissioner of PT Trans Importir.
- President Commissioner of PT Transindo Digital Ritel.
- President Commissioner of PT Trans Living Indonesia.

- Commissioner of PT Sistem Pembayaran Digital.
- Commissioner of PT Metropolitan Retailmart.
- President Commissioner of PT Metro Outlet Indonesia.
- Commissioner of PT Trans Ice.
- Commissioner of PT Trans F&B.
- President Commissioner of PT Trans Food Oriental.
- President Commissioner of PT Trans Rasa Nippon.
- President Commissioner of PT Trans Rasa Oriental.
- President Commissioner of PT Trans Rasa Bali.
- President Commissioner of PT Trans Pizza Resto.

Affiliate Relationship

Has affiliate relationship with the Ultimate Shareholders (in management).

Training

- CT Corp Leadership Forum Bersama Yab Dato' Seri Anwar Ibrahim (Perdana Menteri Malaysia), 9 Januari 2023 – CT Corp Jakarta
- Sosialisasi Kinerja 2022 & Sharing Knowledge Strategi Pencapaian Target Bisnis 2023, 19 Januari 2023 – Bank Mega Jakarta
- Economic Outlook 2023 : Menjaga Momentum Ekonomi di Tengah Ketidakpastian, 28 Februari 2023 - CNBC Indonesia, The St. Regis Hotel Jakarta
- Penerapan Program APU, PPT, dan PPPSPM dalam Mendukung Kewajiban Pelaporan kepada PPATK, 27 Juli 2023 – Bank Mega Jakarta

Achjadi Ranuwisastra

Independent Commissioner

Born in Kebumen in 1944

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

- Served as Independent Commissioner of Bank Mega, based on the resolution of the Annual GMS on March 24, 2006
- As Commissioner since 2004 based on the resolution of the Annual GMS on February 27, 2004

Educational Background

Bachelor of Economics from Padjajaran University, Bandung (1968).

Employment History

- Served as Executive Officer in Bank Ekspor Impor Indonesia/Bank Exim in 1969, then held several positions such as Branch Head across Indonesia to Head of Bureau.
- Director Bank Ekspor Impor Indonesia/Bank Exim (1992—1997).
- Vice President Commissioner PT Bank Danamon Indonesia Tbk (1997—1998).
- Commissioner PT Bank Mega Tbk (1997—1998).
- President Director PT Bank Mega Tbk (1998—2004).

- Commissioner PT Bank Mega Tbk (2004—2006).
- Independent Commissioner PT Bank Mega Tbk (2006—Present).

Concurrent Positions

- Chairman of the Remuneration and Nomination Committee of PT Bank Mega Tbk effective March 1, 2022.
- Chairman of the Risk Monitoring Committee PT Bank Mega Tbk effective March 01, 2022.
- Chairman of the Integrated Governance Committee of PT Bank Mega Tbk effective August 18, 2021.

Affiliate Relationship

Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia), January 09, 2023, Mega Bank Tower Auditorium Fl. 3

- 2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Mega Bank Tower Auditorium Fl. 3
- Implementation of the APU, PPT and PPPSPM programs to support the reporting obligations to the PPATK, July 27, 2023, Mega Bank Tower Auditorium Fl. 3
- Socialization of the Law No. 27 of 2022 on the Protection of Personal Data, Bank Mega, August 15, 2023, Bank Mega Tower Auditorium Fl. 3
- Risk and Governance Summit (RGS) 2023: Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper, OJK November 230 2023, Online



Lambock V. Nahattands

Independent Commissioner

Born in Tarutung in 1952

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of the Annual GMS on May 7, 2015, and effective on December 18, 2015.

Educational Background

- Bachelor of Law from Universitas Indonesia in (1978).
- Master of Law from Tarumanegara University in (2004).

Employment History

- Ministry of State Secretariat of the Republic of Indonesia (1979).
- Acting Head of Legal and Legislation Bureau at the Cabinet Secretariat, then became Head of Legal and Legislation Bureau. Subsequently, he held several positions as Head of the Bureau of Law and Legislation.
- Deputy Cabinet Secretary for Law and Legislation, Deputy Cabinet Secretary, Secretary to the Ministry of State Secretariat, Special Staff for the Minister of State Secretary, Special Staff for the President's Chief of Staff, Special Staff for the Coordinating Minister of Politics, Law and Security, Special Staff for the Coordinating Minister of Maritime Affairs and Investment.

- Obtained awards from the state for Wira Karya, the Jasa Utama Honorary Star and the Mahaputra Honorary Star.
- Independent Commissioner of PT Bank Mega Tbk (2015—present).

Concurrent Positions

Special Staff for the Coordinating Minister of Law and Legislation at the Coordinating Ministry for Maritime and Investment of the Republic of Indonesia.

Affiliate Relationship

Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia), January 09, 2023, Mega Bank Tower Auditorium Fl. 3

- 2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Mega Bank Tower Auditorium Fl. 3
- Risk and Governance Summit (RGS) 2023: Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper, OJK November 230 2023, Online by Zoom
- BARA Risk Forum - Level 6 SMR Refresher Program: Indonesian Banks in Supporting Indonesia Towards a Low Carbon Economy, BARA 8 December 2023, Online by Zoom



Hizbullah

Independent Commissioner

Born in Padang in 1962

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of the Annual GMS on February 24, 2023, and effective on July 31, 2023.

Educational Background

- Bachelor of Economics from Andalas University, West Sumatra (1986)
- Masters in Economics from the University of Indonesia (2004)

Employment History

- Joined the Bank Indonesia in 1992 as a staff member of the UPBD Audit Office. Subsequently held several key positions at Bank Indonesia, most recently as Middle Bank Supervisor until 2012.
- Deputy Director of Bank Supervision 1, Central Java and DIY Regional Offices, Financial Services Authority (2012-2014)
- Deputy Director of Bank Supervision 2-1, Bank Supervision Department 2, Financial Services Authority (2014)
- Director of LJK Supervision, Regional Office 3 Central Java and DIY, Financial Services Authority (2014-2016)

- Head of Regional OJK, Regional Office 3 Central Java and DIY, Financial Services Authority (2016-2017)
- Director of LJK Supervision, Regional Office 8 Bali and Nusa Tenggara, Financial Services Authority (2017-2018)
- Head of Banking Supervision Department 1, Financial Services Authority (2018-2022)
- Independent Commissioner of PT. Bank Mega Tbk (2023-present)

Concurrent Positions

Chairman of the Audit Committee of PT Bank Mega Tbk, effective September 01, 2023

Affiliate Relationship

Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, and ultimate shareholders.

Training

- Economic Outlook 2023: Maintaining Economic Momentum Amid Uncertainty, February 28, 2023 - CNBC Indonesia, The St. Regis Hotel Jakarta
- Banking Risk Management Level 1 Competency Certificate, BNSP LSP BSMR dated March 02, 2023, Jakarta
- Banking Risk Management Level 2 Competency Certificate, BNSP LSP BSMR dated 16 March 2023, Jakarta
- Socialization of the Law No. 27 of 2022 on the Protection of Personal Data, Bank Mega, August 15, 2023, Bank Mega Tower Auditorium Fl. 3
- Risk and Governance Summit (RGS) 2023: Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper, OJK November 230 2023, Online by Zoom



Profil Direksi

The composition of the Board of Commissioners of Bank Mega as of December 31, 2023 was subject to changes in accordance with the resolution of the General Meeting of Shareholders of February 24, 2023, one of the resolutions of which was the approval of the appointment of Hezbollah as an independent commissioner. Accordingly, the composition of the Board of Directors of Bank Mega as of 31 December 2023 is as follows:

	1 January 2022 – 31 Desember 2023	1 Januariy 2021 – 31 Desember 2022
President Director	Kostaman Thayib	Kostaman Thayib
Deputy President Director	Lay Diza Larentie	-
Deputy President Director	Indivara Erni	-
Consumer Banking Director	-	Lay Diza Larentie
Risk Director	-	Indivara Erni
Loan Director	Madi D. Lazuardi	Madi D. Lazuardi
Treasury and International Banking Director	Martin Mulwanto	Martin Mulwanto
Compliance and Human Capital Director	Yuni Lastianto	Yuni Lastianto
Operational and Information Technology Director	-	C. Guntur Triyudianto
Operational Director	C. Guntur Triyudianto	-
Information Technology Director	YB Hariantono	-



The profiles of each member of the Board of Directors of the Bank serving until the financial year ending on December 31, 2023 are as follows:

Kostaman Thayib

President Director

Born in Palembang in 1962

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of Annual GMS on April 17, 2013 and effective on July 16, 2013.

Educational Background

- Bachelor's degree in electrical engineering from Trisakti University (1987).
- Master of Business Administration (MBA) in finance & marketing and Master of Science (MS) in technology management from Portland State University, Oregon USA (1991).

Employment History

- Operations Manager at PT Program Pendidikan Teknologi Komputer and then worked as an engineer in various software companies in Indonesia (1987—1989).
- Deputy Head of Consumer Banking Division at Bank BCA (1992—2002).
- SVP and Group Head Consumer Liabilities and Electronic Banking at Bank Mandiri (2002—2004).
- President Commissioner of PT AXA Mandiri Financial Services-Indonesia (2003).
- Director of Retail Banking PT Bank Mega Tbk (2004—2012).
- Director of Business Development PT Bank Mega Tbk (2012—2013).
- President Director of PT Bank Mega Tbk (2013—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia), January 09, 2023, Mega Bank Tower Auditorium Fl. 3
- 2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Mega Bank Tower Auditorium Fl. 3
- Artificial intelligence adoption in the financial services industry, February 2, 2023, OJK Institute (online)
- Asia Pacific Senior Client Council 2023, February 15-16, 2023, VISA, Tokyo - Japan
- Economic Outlook 2023 - Maintaining economic momentum amid uncertainty, Februari 28, 2023, CNBC Indonesia
- Implementation of APU, PPT and PPPSPM programs to support reporting obligations to PPATK, July 27, 2023, Bank Mega

- Socialization of Law No. 27 of 2022 on the Protection of Personal Data, August 15, 2023, Bank Mega
- The 2023 Prudential International Insurance Conference: New Horizons - Spotlighting areas of new growth and opportunities for the future while strengthening PII's existing strong foundation, August 7-9 2023, Hawaii
- Visa Executive Program - FIFA Women's World Cup 2023, August 18-21, 2023, Sydney
- Meeting of the Governor of Bank Indonesia, Minister of Finance and Banking, October 26, 2023, Bank Indonesia
- CEO Networking 2023: Achieving Sustainable Growth through Cohesive Collaboration, November 7, 2023, OJK & IDK, Jakarta
- Bank Indonesia Annual Meeting 2023: Synergy to Strengthen National Economic Resilience and Revitalization and Directions of the President of the Republic of Indonesia, November 29, 2021, Bank Indonesia.
- Corporate Outbound Training Main Directorate 2023, Oktober 21, 2023, Bank Mega
- National Seminar on Indonesia's Economic Outlook: Optimism to strengthen the national economy amidst global dynamics, December 22, 2023, Coordinating Minister for the Economy



Lay Diza Larentie

Deputy President Director

Born in Jakarta in 1967

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

- Served as Deputy President Director of Bank Mega, based on the resolution of the Annual GMS on February 24, 2023
- As a director of Bank Mega based on the resolution of the Annual GMS on May 7, 2015, and effective on December 30, 2015.

Educational Background

Bachelor of business law from University of Indonesia (1990).

Employment History

- Management Development Program at PT Bank Lippo Tbk with last position as Branch Manager (since 1990).
- Held various positions at PT Bank Lippo Tbk, Citibank, HSBC, and Barclays Bank (2010).
- General Manager Distribution and Personal Banking at Standard Chartered Bank (2010—2011).
- SVP Head of Network at HSBC Ltd (2011—2014).
- Acting Head of Retail Banking and Wealth Management at HSBC Ltd (2014—2015).
- Funding Director at PT Bank Mega Tbk (2015—2016).
- Funding & Network Director at PT Bank Mega Tbk (2016—2017).

- Funding & Sales Distribution at Director PT Bank Mega Tbk (2017—2018).
- Consumer Banking Director at PT Bank Mega Tbk (2018—2023).
- Deputy President Director of PT Bank Mega Tbk (2023—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- 2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Bank Mega Jakarta
- Economic Outlook 2023: Maintaining Economic Momentum Amid Uncertainty, February 28, 2023 - CNBC Indonesia, The St. Regis Hotel Jakarta
- Mega Visa Virtual Card Workshop - Future Payment Innovation, The St. Regis Hotel - Visa Worldwide Indonesia Office, Plaza Office Tower - Visa, March 30, 2023

- Indonesian Digital Financial Economy Festival (FEKDI) 2023 - Digital Economy Synergy and Innovation: Promoting Growth, Bank Indonesia and Ministry of Economic Affairs - Hall B, Jakarta Convention Center, May 07, 2023
- Webinar How to Manage Climate Related Risk in Banking Industry OJK Institute - Online June 15, 2023
- Socialization of the Law No. 27 of 2022 on the Protection of Personal Data, Bank Mega, August 15, 2023
- Bank Mega Cybersecurity and Resilience Awareness: Bank Mega & Xynexis, Bank Mega Tower, August 8, 2023
- Indonesia Customer Forum (ICF) - Going Beyond The Frontier PT Visa Worldwide Indonesia - Bali, October 25-26, 2023
- End of Year Dialogue between OJK Board of Commissioners and Financial Services Industry, The St. Regis Hotel Jakarta
- BARa Risk Forum - SMR Refreshment Program Level 7: Indonesian Banks in Supporting Indonesia Towards a Low Carbon Economy, Online - BARAa, December 7, 2023



Indivara Erni

Deputy President Director

Born in Bekasi in 1967

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

- Served as Deputy President Director of Bank Mega, based on the resolution of the Annual GMS on February 24, 2023
- As Risk Director of Bank Mega, based on the resolution of Annual GMS on March 27, 2014, and effective on September 22, 2014

Educational Background

Bachelor of Economics from the University of Padjadjaran (1991).

Employment History

- Management Development Program at Bank Universal and held various positions (1991—2000).
- Head of Product Manager Division at Bank Permata (until 2003).
- Head of Supply Chain Banking Division of PT Bank Mega Tbk (2003—2006).
- Head of Indirect Retail Financing Division of PT Bank Mega Tbk (2006—2012).
- Regional Manager Jakarta of PT Bank Mega Tbk (2012—2013).

- Head of Retail & Commercial Business Group of PT Bank Mega Tbk (2013—2014).
- Risk Director of PT Bank Mega Tbk (2014—2023).
- Deputy President Director of PT Bank Mega Tbk (2023—present)..

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- 2022 Performance Socialization & Knowledge Sharing on Strategies to Achieve 2023 Business Goals, Bank Mega Auditorium, Jakarta (January 19, 2023)
- Economic Outlook 2023 - Maintaining Economic Momentum Amid Uncertainty, CNBC, The St. Regis Hotel Jakarta (February 28, 2023)

- Half Day Seminar Climate Change Stress Testing, BARa & Moody's Analytics Singapore, Ritz Carlton Hotel, Mega Kuningan, Jakarta (June 20, 2023)
- Risk Management Certification Refresher - BARa Risk Forum: ERM and Cyber Security How to Mitigate and Protect, BARa, Jakarta (July 26, 2023)
- Implementation of APU, PPT and PPPSPM Programs in Support of Reporting Obligations to PPATK, Bank Mega Auditorium, Jakarta (July 27, 2023)
- Bank Mega Cyber Security and Resilience Awareness, Bank Mega & Xynexis, Jakarta (August 08, 2023)
- Table Top Cyber Resilience Exercise at Bank Mega pursuant to SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks, Bank Mega & Xynexis, Jakarta (August 08, 2023)



Madi D. Lazuardi

Loan Director

Born in Jakarta in 1966

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of Annual GMS on April 17, 2013 and effective on July 16, 2013.

Educational Background

- Bachelor's degree in business administration from Katolik Atmajaya University (1989).
- Master of Management in International Finance from Gadjah Mada University (1998).

Employment History

- Banker at Bank Danamon and served several positions, such as Corporate Banking, Commercial Banking, Corporate Affairs and Special Asset Management & Human Resource (1989—2007).
- Country Head of Business Banking in ABN Amro Bank NV (2007).
- Managing Director Bank UOB Indonesia (2007—2011).
- President Director/CEO Bank QNB Indonesia (2011—2012).
- Credit Director of PT Bank Mega Tbk (2013—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia), January 09, 2023, Mega Bank Tower Auditorium Fl. 3
- 2022 Performance Socialization & Knowledge Sharing on the Strategies for the Achievement of the 2023 Business Goals, January 19, 2023 - Mega Bank Tower Auditorium Fl. 3
- Webinar on Blockchain Applications in the World of Banking and Finance, February 8, 2023, Perbanas Institute
- Discussion on the Practice of Using Intellectual Property Rights as Credit Collateral from a Business Aspect, February 15, 2023, OJK, Jakarta

- Economic Outlook 2023 - Maintaining economic momentum amid uncertainty, Februari 28, 2023, CNBC Indonesia
- Socialization of Law No. 27 of 2022 on the Protection of Personal Data, August 15, 2023, Bank Mega
- Bank Mega Cyber Security and Resilience Awareness, August 8, 2023, Bank Mega & Xynexis, Bank Mega
- Corporate Outbound Training Main Directorate 2023, Oktober 21, 2023, Bank Mega
- BARA Risk Forum - SMR Refreshment Program Level 7: Indonesian Banks in Supporting Indonesia Towards a Low Carbon Economy, Online - BARAa, December 7, 2023



Martin Mulwanto

Treasury and International Banking Director

Born in Manila in 1968

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of Annual GMS on March 27, 2014, and effective on September 22, 2014.

Educational Background

SBachelor of Science from De La Salle University (1991).

Employment History

- Management Trainee at Deutsche Bank and then served as a Treasury Dealer (1992—1996).
- Director Head of Corporate Sales and Structuring FICC at Citibank Jakarta (1996—2007).
- Director Foreign Exchange Distribution - APAC Investment Bank at UBS AG Singapore (2007—2008).
- Executive Director, Fixed Income Currency and Commodity Asia at Morgan Stanley Singapore (2008—2009).
- Executive Board Director, Head of Global Markets at PT Bank ANZ Indonesia (2009—2014).
- Treasury & International Banking Director at PT Bank Mega Tbk (2014—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia), January 09, 2023
- M&A and Capital Markets Outlook 2023: Seizing Opportunities Amid Market Uncertainties, January 27, 2023
- Mandiri Investment Forum 2023: Prevailing Over Turbulence, February 01, 2023
- Economic Outlook 2023: Maintaining Economic Momentum Amid Uncertainty, February 28, 2023
- Launching and Socialization of Market Code of Conduct (Brown Book) Edition 4, 01 March 2023

- Socialization of Repo Transactions, May 29, 2023
- Implementation of APU, PPT and PPPSPM programs to support reporting obligations to PPATK, July 27, 2023
- Socialization of Law No. 27 of 2022 on Personal Data Protection, August 15, 2023
- Chief Financial Officer (CFO) Forum - Navigating Banking Challenges, September 27, 2023
- Meeting of the Governor of Bank Indonesia, Minister of Finance and Banking, October 26, 2023
- Bank BTPN Economic Outlook 2024 - Navigating Through 2024: Strategies for Resilience and Growth, November 22, 2023



Yuni Lastianto

Compliance and Human Capital Director

Born in Jember in 1959

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

The resolution of Annual GMS on March 29, 2012, and effective on August 29, 2012.

Educational Background

Bachelor of Economics from Gadjah Mada University (1983).

Employment History

- Auditor Bank-Officer at Bank Indonesia (1983—1989).
- Head of Credit Audit Division at Bank Universal (1990—1998).
- Head of Internal Audit Unit Bank Mega Corporate Governance & Compliance Division Head Bank Mega Credit Administration Division Head Bank Mega (1999—2012).
- Compliance & Human Capital Director of PT Bank Mega Tbk (2012—2013).
- Compliance Director & Good Corporate Governance of PT Bank Mega Tbk (2013 - 2016).
- Compliance & Human Capital Director of PT Bank Mega Tbk (2016—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia)
- Meeting related to SEOJK regarding Risk Management Certification for Commercial Bank Human Resources
- Banking Trends Webinar in 2023
- 2022 Performance Socialization & Knowledge Sharing on Strategies for Achieving 2023 Business Targets
- Implementation of Artificial Intelligence in the Financial Services Industry
- Webinar on Insurtech Prospects in Indonesia
- FGD Implementation of Intellectual Property as Credit Collateral in Support of Government Regulation (PP) Number 24 of 2022 concerning Implementing Regulations of Law No. 24 of 2019 concerning the Creative Economy
- Webinar Anti Money Laundering in the Digital Era: Lessons Learned from Selected Countries
- Socialization of POJK No 8 of 2023 concerning the Implementation of APU, PPT and PPPSPM Programs in the Financial Services Sector
- Meeting regarding Personal Data Protection Law
- Webinar Implementation of Personal Data Protection Laws and Challenges to Their Implementation
- Implementation of APU, PPT and PPPSPM programs to support reporting obligations to PPAK
- Bank Mega Cyber Security Awareness and Resilience
- Cyber Security Awareness and Resilience at Bank Mega
- Table Top Exercise Cyber Resilience at Bank Mega in accordance with SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks
- Socialization of Law No. 27 of 2022 on the Protection of Personal Data
- FGD of PPAK Collaborative Analysis Working Team on General Elections and Regional Head Elections (PPAK)
- Webinar on the Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation
- Socialization of Financial Services Authority Regulations on the Implementation of Governance for Commercial Banks
- OJK International Research Forum 2023 - Save the Planet: The Financial Sector's Role in Supporting Carbon Reduction and Electric Vehicle Development
- Dissemination of Financial Integrity Rating on Money Laundering and Terrorist Financing (FIR on ML/TF) Measurement Results in 2023
- National Convention on the Draft Indonesian National Qualification Framework (RKKNI) for General Banking
- Risk and Governance Summit (RGS) 2023: Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Preserver
- Dissemination of PPAK: Securing the Results of Cross-Border Crimes through the Implementation of Regulations on Postponement, Termination and Blocking of Transactions
- Online tax course on taxable income and payment in the current year



C. Guntur Triyudianto

Operational Director

Born in Surakarta in 1966

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

- Served as Operational Director based on the resolution of the Annual GMS on February 24, 2023
- As Operational and Information Technology Director based on the resolution of Annual GMS on February 28, 2018, and effective on September 12, 2018.

Educational Background

Bachelor's Degree in Geology Engineering from Gadjah Mada University (1992).

Employment History

- Officer Development Program before holding the position of Card Production Unit Head, Authorization Unit Head, Card Business Manager, Portfolio Department Head Credit Card, AVP Electronic Channel Department Head, VP Business Development Electronic Banking at Bank Bali (1993—2002).
- Head of Account Services at Bank Permata (2005—2010).
- Retail Technology and Operations Head at Bank UOB Indonesia (2010—2011).

- Operational Director at WOM Finance (2011—2015).
- IT Application Development Group Head at Bank Mandiri (2016—2017).
- Digital Banking and Financial Inclusion Group Head at Bank Mandiri (2017—2018).
- Operational Director of PT Bank Mega Tbk (2018—2019).
- Operational Director & Information Technology PT Bank Mega Tbk (2019—2023).
- Operational Director of PT Bank Mega Tbk (2023—present).

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia)
- 2022 Performance Socialization & Knowledge Sharing on Strategies to Achieve 2023 Business Goal
- Sharing Session - Digital Banking at the General Assembly (RUA) of the Banking Operations Director Communication Forum
- Implementation of APU, PPT and PPPSPM programs to support reporting obligations to PPATK
- Socialization of Law No. 27 of 2022 on the Protection of Personal Data
- Bank Mega Cyber Security Awareness and Resilience
- Cyber Resilience Table Top Exercise at Bank Mega in accordance with SEOJK No.29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks
- Socialization of Resolution Plan & PRP Premiums in Jakarta



YB Hariantono

Information Technology Director

Born in Malang in 1966

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Served as Information Technology Director based on the resolution of the Annual GMS on February 24, 2023 and effective on March 27, 2023.

Educational Background

Bachelor of Electrical Engineering, Sepuluh Nopember Institute of Technology (1990)

Employment History

- Started his banking career at Bank Bali in 1991 as Junio System Programmer and served in various positions until 2002 as Vice President Group Head IT.
- Joined Bank Permata in 2003 as IT Integration Coordinator - 5 Bank Merger Integration Team and served in various management positions with his last position as Executive Vice President Network Head in 2010.
- Executive Vice President Information Technology Head at BII - Maybank (2010-2014)
- Director of Operations & Information Technology PT Bank Mega Tbk (2014-2018)
- Director of Information Technology PT Bank Mega Tbk (2018-2019)
- Director of Information Technology PT Bank BTPN (2019-2020)
- Director of Information Technology & Operations PT Bank Negara Indonesia (Persero) Tbk (2020-2022)

- Chairman ICIO Community (2022-present)
- Vice Chairman General Indonesian Payment Systems Association (ASPI) (2022-present)
- Information Technology Director PT Bank Mega Tbk (2023-present)

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, controlling and ultimate shareholders.

Training

- CT Corp Leadership Forum with Yab Dato' Seri Anwar Ibrahim (Prime Minister of Malaysia)
- 2022 Performance Socialization & Knowledge Sharing on Strategies for Achieving 2023 Business Target
- Economic Outlook 2023 - Maintaining Economic Momentum Amid Uncertainty
- Huawei Cloud TechWave APAC
- ICT Solution Day 2023 Reshaping The Future: IT Solutions For A More Sustainable And Connected World
- IDC & Backbase Leadership Banking Insights Forum 2023 Indonesia
- Cisco FSI Summit 2023: Building a Resilient & Sustainable Financial Service Business: Secret to Winning in a Downturn

- Implementation of APU, PPT and PPPSPM programs to support reporting obligations to PPATK
- Indonesia Fintech SOCIETY (IFSOC) FGD: Strengthening Fraud Prevention in the Digital Financial Sector
- Socialization of Law no. 27 of 2022 concerning Personal Data Protection
- Bank Mega Cyber Security Awareness and Resilience
- Cyber Resilience Table Top Exercise at Bank Mega in accordance with SEOJK No. 29/SEOJK.03/2022 concerning Cyber Resilience and Security for Commercial Banks
- Digital Transformation Summit: Unlocking DX Strategies To Meet The Digital Age
- iCIO Executive Leadership Forum 2023 - From Hype to Reality: Prospects and Obstacles in the Realm of Generative AI and Zero Trust Security
- ICT Outlook 2024 & Strategic Issue: on Cybersecurity

Management Changes After 2023 Financial Year

Bank Mega stated that it will not change the composition of the Board of Commissioners and Directors after the end of the 2023 financial year until the audited financial report for the 2023 financial year is published.

Profile of Non-Commissioner Committee Members

Purwo Junianto

Audit Committee Members

Born in Jakarta in 1955

Citizen
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. SK. 111/DIRBM/23 on March 1, 2022 and effective on September 1, 2023

Educational Background

- Graduated from Gadjah Mada University, Yogyakarta, with a Bachelor of Economics degree in 1978
- Obtained an MBA in 1993 from the University of Illinois, Urbana Champaign USA

Employment History

- Started his banking career in 1979 as a Management Trainee at Import Export Bank/ Bank Exim. His last position at Bank Exim was the Head of the Credit Bureau in 1999
- Joined Bank Mandiri for 2 years before resigning in 2001
- Finance Director of PT Tirta Bumi Prakarsatama (2004 - 2016)
- He also served as lecturer at MM UGM - Jakarta, (2002 - 2006)

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.



Ivan Purnama Sanoesi

Anggota Komite Audit

Born in Jakarta in 1961

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. SK. 111/DIRBM/23 on August 31, 2023 and effective on September 1, 2023

Educational Background

- Bachelor of Accounting from the Faculty of Economics, Tarumanegara University, 1988
- (S2) Master of Financial Management from PPM School of Management, 2004

Employment History

- Audit Staff, Audit Unit Head, Audit Bureau Head, Deputy of Audit Division Head in PT Bank Central Asia (1986 - 2016)
- Advisor Internal Audit and Risk Management, PT Central Sentosa Finance (2016 - 2018)

Training

- Internal Audit Roles & Competency in Consumer Data Protection – The IIA – April 2023
- Disruption Technology, Are We Ready & Chat GPT, How Useful For Internal Auditor – The IIA – April 2023
- How to Manage Team and Boss, Effective Communication Make Your Value More Impactful – The IIA – April 2023
- Internal Audit Roles & Competency in Governance – The IIA – June 2023
- Waspada Modus Penipuan Gaya Baru – OJK Institute – Agustus 2023
- Peluang dan tantangan Fintech P2P Lending di Era UU P2SK – OJK Institute – September 2023
- Enhancing ESG Through Best Practices in Accounting - OJK Institute – Desember 2023

Concurrent Positions

- Anggota Komite Pemantau Risiko PT. Bank Hibank Indonesia (Member of BNI)
- Anggota Komite Audit PT. Bank BTPN, Tbk.
- Anggota Komite Pemantau Risiko PT. Bank Ina Perdana, Tbk.
- Anggota Komite Pemantau Risiko PT. BCA Digital

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.

Iramady Irdja

Risk Monitoring Committee Member

Born in Payakumbuh in 1955

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. SK.025/DIRM/22, effective on March 1, 2022

Educational Background

- Master of Science (S2), National University in 2018
- Doctorate (S3) Political Science (Concentrated on Political Economy), National University, 2021

Employment History

- Deputy Director of Bank Indonesia – Head of Bank Supervision in the working area of North Sumatra and Nangroe Aceh Darusalam (NAD) (2008 - 2011)
- Consultant for the Development of MSEs and Sharia Economics in the work area of Bank Indonesia for Central Sumatra (West Sumatra, Riau, Jambi, Riau Islands), (2011 - 2012)
- Advisor Committee LA – Indosat (2015 - 2018)

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.



Adrial Salam

Risk Monitoring Committee Member

Born in Padang in 1959

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. SK.025/DIRM/22, effective on March 1, 2022

Riwayat Pendidikan

Master of Management, Pancasila University 2001

Employment History

Started his career at Bank Mandiri from 1999 to 2016, and occupied various positions:

- Head of Branch (1999 - 2005)
- Special Audit Investigator (2006-2008)
- Head of Regional Internal Control for Jakarta and West Java Regions (2008 - 2011)
- Head of Internal Audit for Sumatra Region (2011 - 2014)
- Head of Internal Audit for Jakarta and Kalimantan Regions (2014 - 2015)
- Head of Transformation Team for Audit (2015 - 2016)
- Lecturer with Banking Operational Module and Anti-Fraud Prevention Module (2005 - 2016)
- Lecturer for Risk Management Certification (2015 - present)

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.

Anwar V. Purba

Remuneration and Nomination Committee Member

Born in Pematang Siantar in 1964

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. XXX on March 1, 2022

Educational Background

Obtained a Bachelor from Faculty of Psychology, Universitas Indonesia and has completed Executive Master in Business Administration in the Asian Institute of Management, Manila, Philippines.

Riwayat Pekerjaan

Rejoined to Bank Mega in 2008 and served as Human Capital Management Head

Training

- Webinar on Banking Trends in 2023, January 17, 2023, OJK Institute
- 2022 Performance Socialization & Knowledge Sharing Strategy for Achieving 2023 Business Goals, January 19, 2023, Bank Mega
- Implementation of Artificial Intelligence in the Financial Services Industry, February 2, 2023, OJK Institute (Online)
- Workshop on Implementation of APU, PPT and PPPSPM Program Provisions in Support of Reporting Obligations to PPATK, July 27, 2023, Bank Mega
- Table Top Cyber Resilience Exercise at Bank Mega in accordance with SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks, August 8, 2023, Bank Mega
- Bank Mega Cyber Security Awareness and Resilience, August 8, 2023, Bank Mega
- Socialization of Law No. 27 of 2022 on the Protection of Personal Data, August 15, 2023, Bank Mega
- Sharing Session Climate Risk Stress Testing (CRST) and International Financial Reporting Standard (IFRS) 2023, October 25, 2023, Bank Mega
- Level 5 Risk Management Certification Provision Training, December 21, 2023, Bank Mega

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.



Aloysius Ary Satrio

Head of Internal Audit

Born in Semarang in 1967

Citizenship
Indonesian

Domicile
Tangerang Selatan



Legal Basis of Appointment

Decree of the Board of Directors No.KEP.1392/DIRBM/PMG/20 dated on September 25, 2020

Legal Basis of Appointment

Graduated from Bachelor Degree of Bogor Agricultural Institute, 1991

Employment History

- Began his career in Banking Industry since 1992 in PT Bank Bali Tbk as Assistant Manager Treasury System Development to Senior Manager Audit prior Bank Bali merger with several banks to become PT Bank Permata Tbk in 2002
- During 2002 - 2010 has several positions in PT Bank Permata Tbk with the last position as Vice President IT & Operation Risk Management
- In 2010 joined with PT Bank Mega, Tbk as Process Management Head, then served as Centralized Operation Head, Internal Control Head, and Operational Risk Management Head prior appointed as Internal Audit Unite Head
- Internal Audit Head PT Bank Mega Tbk (2020 - present)

Training

- 2022 Performance Socialization & Knowledge Sharing Strategy for Achieving 2023 Business Goals, January 19, 2023, Bank Mega
- IAIB 2023 National Conference: The Future Role of Internal Audit in the Financial Services Industry, July 13, 2023, IAIB – Tangerang
- Workshop on Implementation of APU, PPT and PPPSPM Program Provisions in Support of Reporting Obligations to PPATK, July 27, 2023, Bank Mega
- Table Top Cyber Resilience Exercise at Bank Mega in accordance with SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks, August 8, 2023, Bank Mega
- Bank Mega Cyber Security Awareness and Resilience, August 8, 2023, Bank Mega
- Socialization of Law No. 27 of 2022 on Personal Data Protection, 15 August 2023, Bank Mega
- IIA Indonesia National Conference, August 31st, 2023, IIA – Batam
- Webinar on Managing Environmental, Social and Governance Risks and Opportunities, October 19, 2023, OJK Institute (Online)
- xxx
- Workshop on Internal Audit Productivity and Performance Strategy in 2024, December 19, 2023, Bank Mega

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.



Christiana Maria Damanik

Corporate Secretary

Born in Conakry, Guinea in 1962

Citizenship
Indonesian

Domicile
Jakarta



Legal Basis of Appointment

Decree of the Board of Directors No. XXX dated on XXXX

Educational Background

Graduated with a Bachelor of Arts degree in Political Science from the University of the Philippines, Quezon City, Metro Manila.

Employment History

- Conference Supervisor PT Astrindo Satrya Kharisma (1988 - 1990)
- Corporate Secretary PT Benua Birunusa Holding Company (1992 - 1996)
- Began her career in banking at PT Bank Danamon Indonesia Tbk with the last position as AVP Corporate Communication Head (1996 - 2004)
- VP Corporate Communication Head, PT Bank Mandiri Tbk (2004 - 2007)
- Advisory Services on Corporate Communication (2007 - 2010)
- Corporate Secretary PT Bank Pundi Indonesia Tbk (2010 - 2015)
- Corporate Secretary and also as Corporate Affairs Head PT Bank Mega Tbk (2015 - present)

Training

he Corporate Secretary participated in the following competency development program:

- CT Corp Leadership Forum with YAB Dato Seri Anwar Ibrahim on January 9, 2023
- Socialization of the General Guidelines for Indonesian Corporate Governance (PUGKI) and organization of the 2022 Annual Report Award (ARA) by the National Governance Policy Committee on February 22, 2022
- Maintaining Economic Momentum Amid Uncertainty by CNBC on February 28, 2023
- Socialization of Financial Inclusion Month 2023 by OJK on May 30, 2023

- Socialization of Financial Services Authority Regulation No. 3 of 2023 on Increasing Financial Literacy and Financial Inclusion in the Financial Services Sector for Consumers and the Community by OJK on May 31, 2023
- Implementation of the APU, PPT and PPPSPM programs to support the PPAATK reporting obligation to the PPAATK on July 27, 2023
- Socialization of SPRINT Fit and Proper Assessment Module (PKK) for conventional commercial banks and representative offices of banks domiciled abroad by OJK on July 25, 2023
- Bank Mega Cyber Security and Resilience Awareness by Xynexis on August 08, 2023
- Table Top Exercise for Cyber Resilience at Bank Mega in accordance with SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks by OJK on August 8, 2023.
- Socialization of the Law No. 27 of 2022 on the Protection of Personal Data by Bank Mega on August 15, 2023.
- Compliance Refresher for Issuers and Public Companies by OJK on August 22, 2023
- Financial Digitalization: Inclusive and Sustainable by Bisnis Indonesia on August 24, 2023
- The Future of Sustainable Economy by Infobank on August 25, 2023
- Political Economy Dynamics & Its Implications for the Business World by Indonesian Issuers Association on September 14, 2023
- Socialization of Financial Services Authority Regulations regarding the Implementation of Governance for Commercial Banks by OJK on September 19, 2023
- Sustainability Action for The Future Economy (SAFE) 2023 by Katadata on September 26, 2023
- ACMF - ISSB Technical Training on IFRS Sustainability Disclosure Standards for Preparers of Financial Statements by OJK on October 18, 2023
- Management of Environmental, Social and Governance Risks and Opportunities by OJK and London Institute of Banking & Finance (LIBF) on October 19, 2023
- Similarities in Perceptions of Institutional Licensing, Management, and Ownership of Conventional Commercial Banks by the OJK on October 27, 2023
- Strategic Role of PR in Change Management Ega Briefings on November 23, 2023
- Sharing Session on Climate Risk Stress Testing (CRST) by Trisakti Sustainability Center on October 25, 2023

Concurrent Positions

Have no concurrent positions

Affiliate Relationship

Has no affiliation with other members of the Board of Directors, Board of Commissioners' members, and ultimate shareholders.



Profil Pejabat Eksekutif

A

A. ARY SATRIO

Internal Audit Head

Indonesian citizen, 56 years old. Bachelor's degree in Agriculture from Bogor Agricultural Institute. Appointed as Head of Internal Audit since October 2020. Previously served as the Bank's Head of Operational Risk Management since April 2016.

ACHMAD AGUSTIYATAMA

Transformation Project Head

Indonesian citizen, 50 years old. Holds a Bachelor's Degree in Economics from the University of Toledo. Appointed as Transformation Project Head effective July 2021 and previously worked at CIMB Niaga as Merchant Business Product & Project Division Head.

ADANG ISNANDAR

Corporate Legal Head

Indonesian citizen, 65 years old. Bachelor of Laws from the University of Indonesia. Appointed as Corporate Legal Head in May 2002 and previously worked at Para Group as Senior Assistant to the Legal Director.

ADISTIA SUKYANTHO

Financial Control Head

Indonesian citizen, 54 years old. Bachelor's degree in Economics from Tarumanagara University. Appointed as Head of Financial Control since July 2005 and previously worked at KAP Prasetyo, Sarwoko & Sandjaja, Member of E&Y as Manager Auditor.

AGUSTINA LUBIS

Treasury Operations Head

Indonesian citizen, 51 years old. Holds a Bachelor's degree in Economics from Gadjah Mada University. Appointed as Head of Treasury Operations since December 2020, and previously worked at the Bank as Regional Operations Manager since July 2018.

ALDIRAHMAN PRAMADHANA

National Credit Appraisal Head

Indonesian citizen, aged 39. Holds a Bachelor of Business Administration from the University of Thompson Rivers and a Master of Business Administration from the Asian Institute Management, Philippines. Appointed as National Credit Appraisal Head since June 2022 and previously worked at the Bank as Head of Credit Policy & Portfolio Management since April 2017.

ALFIYA RAHMANI

Marketing Communication Head

Indonesian citizen, age 50. Bachelor's degree in Economics from Trisakti University. Appointed as Head of Marketing Communications since June 2020 and previously worked at Leo Burnett Indonesia as Client Service Director.

ANDREW WONGJAYA

Regional Head Banjarmasin

Indonesian citizen, age 57. Bachelor's degree in Economics from Klabat University. Appointed as Regional Head of Banjarmasin since February 2021 and previously worked for the Bank as Regional Head of Makassar since February 2015.

ANWAR V. PURBA

Human Capital Management Head

Indonesian national, 59 years old. Obtained a Bachelor's degree from the Faculty of Psychology, University of Indonesia and completed the Executive Master in Business Administration Program at the Asian Institute of Management, Manila, Philippines.

ANGGORO SULAKSONO

Chief of Staff

Indonesian national, 43 years old. Holds a Bachelor of Engineering from Sepuluh November Institute of Technology and a Masters in Management from Prasetya Mulya. Appointed as Chief of Staff since November 2021 and previously worked at the Bank as Head of Data Center & System Monitoring since August 2020.

B

BACHREN IPON

CCPL Product, Portfolio & Acquisition Marketing Head

Indonesian citizen, age 42. Bachelor's degree in Information Systems from Budi Luhur University. Appointed as CCPL Product, Portfolio & Acquisition Marketing Head since July 2022 and previously worked at the Bank as CCPL Portfolio Head since April 2019.

BOBBY HERMAN JOENAN

CCPL Recovery Head

Indonesian citizen, 62 years old. Holds a Bachelor's Degree in Economics from Sam Ratulangi University. Appointed as CCPL Recovery Head since February 2015 and previously worked at the Bank as Head of Special Asset Management since December 2013.

BUDI SETIO WIBOWO

Crime & Fraud Investigation Head

Indonesian citizen, age 53. Bachelor's degree in Economics from YAI College of Economics. Appointed as Head of Crime & Fraud Investigation since January 2016 and previously worked at the Bank as Head of Banking Fraud since April 2012.

C

CAROLINE SETIABUDI

Digital Marketing Head

Indonesian citizen, age 38. Holds a Bachelor's degree in Information Engineering and a Master's degree in Management from Bina Nusantara University. Appointed as Head of Digital Marketing since February 2022 and previously worked at Visionet Indonesia as VP Product Marketing.

CHRISTIANA MARIA DAMANIK

Corporate Affairs Head

Indonesian citizen, 61 years old. Holds a Bachelor's degree in Political Science from the University of the Philippines. Appointed as Head of Corporate Affairs since October 2015 and previously worked at Bank Pundi Indonesia as Head of Corporate Secretary.

CYNTHIA RIKASARI

Treasury & International Banking Business Support Head

Indonesian citizen, age 47. Bachelor's degree in Engineering from Bandung Institute of Technology and Master's degree in Engineering from Bandung Institute of Technology. Appointed as Treasury & International Banking Business Support Head since February 2015 and previously worked at Bank Danamon as CM, FI & TB Business Management Head.

D

DEDEP IHSAN FAUZI

Collection Strategy & Support Head.

Indonesian citizen, age 41. Holds a Bachelor's degree in Social Affairs from Padjadjaran University. Appointed as Head of Collection Strategy & Support since April 2019, and previously worked at the Bank as Head of People Strategic Management since April 2017.

DEDY CURIANI

IT Infrastructure Service & Operations Head

Indonesian citizen, age 58. Bachelor's degree in Computer Science from Borobudur University. Appointed as Head of IT Infrastructure Service & Operations since June 2015 and previously worked at Maybank as Head of IT Infrastructure.

DEDY SOLIHIN

Credit Collection & Remedial Head

Indonesian citizen, 55 years of age. Holds a Bachelor's Degree in Economics from the University of Lampung. Appointed as Head of Credit Collection & Remedial since April 2019 and previously worked at the Bank as Head of Credit Development & Portfolio since January 2016.



DENNY TAKARADA HERLAMBAANG

Customer Experience & Customer Care Head

Indonesian citizen, age 53. Bachelor's degree in Tourism from Yapari College of Tourism Economics. Appointed as Head of Customer Experience & Customer Care since October 2017, and previously worked at the Bank as Head of Customer Experience.

DESY MIRANDA

Corporate Funding Head

Indonesian citizen, age 57. Holds a Bachelor of Science degree from Andalas University. Appointed as Head of Corporate Funding in June 2012 and previously joined the Bank as Deputy RM Funding & Fee Based Income Regional since July 2008.

DEWITRI PRASDIANA

Strategic & Business Development Head

Indonesian citizen, age 50. Bachelor's degree in Planning from Bandung Institute of Technology. Appointed as Head of Strategic & Business Development since May 2022 and previously worked at the Bank as a Portfolio Quality Specialist since July 2020.

DICKY PRAMAYUDHA

Credit Risk Management Head

Indonesian citizen, 43 years old. He holds a Bachelor's Degree in Agriculture from Jenderal Soedirman University, a Master's Degree in Management from Gadjah Mada University and a Master of Business Administration from the Asian Institute of Management - Philippines. Appointed as Head of Credit Risk Management since August 2018, he previously worked at the Bank as Head of Corporate & Commercial Credit Review since April 2017.

DIMAS PRASETYO

Property & Facility Services Head

Indonesian citizen, age 39. Bachelor's degree in Engineering from Trisakti University. Appointed as Head of Property & Facility Services since November 2015 and previously worked at Bank UOB Indonesia as Head of Property.

DONNY INDRA LUKITO

Treasury Sales Head

Indonesian born, aged 48. Bachelor's degree in Economics from STIE Perbanas. Appointed as Head of Treasury Sales since March 2018, previously worked at Bank HCBC Indonesia as Head of FX Sales.

DENNY KURNIAWAN

Retail, Funding & Wealth sales Academy Head

Indonesian born, aged 41. Bachelor's degree in Agriculture from Bogor Agricultural Institute. Appointed as Head of Retail, Funding & Wealth Sales Academy since April 2023 and previously worked at the Bank as Area Transmart Branch Sales Head since April 2019.

E

EMMYLIA SOESANTI

Centralized Transactional Operations Head

Indonesian citizen, age 53. Bachelor's degree in Agriculture from Veterans National Development University, East Java. Appointed as Head of Centralized Transactional Operations since April 2016, and previously worked at the Bank as Head of Treasury Operations.

ENGGAH RAMDANI

Anti Money Laundering Head

Indonesian citizen, age 57. Bachelor's degree in Economics from Ibnu Chaldun University. Appointed as Anti Money Laundering Head since July 2020 and previously worked at Bank Danamon as Monitoring & Testing Head.

F

FERRY OKTAVIANUS MANTIRI

Credit Business Head

Indonesian citizen, age 60. Bachelor's degree in Economics from Airlangga University. Appointed as Credit Business Head in August 2021 and previously worked at Bank Victoria International as Associate Director Corporate Banking and Multifinance.

FX SURJOBROTO

Funding & Wealth Sales Head

Indonesian citizen, age 53. Holds a Bachelor of Laws degree from Parahyangan Catholic University. Appointed as Head of Funding & Wealth Sales since March 2019, and previously worked at the Bank as Head of Branch Channel Sales since September 2018.

G

GUNAWAN

Account Services Head

Indonesian citizen, age 45. Bachelor's degree in Economics from Tanjungpura University. Appointed as Head of Account Services since March 2019 and previously worked at the Bank as Head of CCPL Credit Initiation & Maintenance since January 2016.

H

HANUSA PRAHARA

Chief of Staff

Indonesian citizen, age 52. Holds a Bachelor's degree in Economics from Padjadjaran University and a Master of Business Administration from the Asian Institute of Management - Philippines. Appointed as Chief of Staff since April 2021 and previously worked at the Bank as General Management Office since June 2015.

HAPOSAN ROBERT P. MANURUNG

Bancassurance Sales Head

Indonesian citizen, 58 years of age. Bachelor's degree in Electrical Engineering from the Indonesian Institute of Technology. Appointed as Bancassurance Sales Head in October 2022 and previously worked at Bank HSBC Indonesia as National Wealth Sales & Client Acquisition Head.

HARI TAVIANTORO

Core Banking System Head

Indonesian citizen, age 58. Bachelor's degree in Economics from Bandung Raya University. Appointed as Head of Core Banking System since September 2019, previously worked at Bank BJB West Java as Head of Research Task Section.

HENGKY TANRING

Regional Head Makassar

Indonesian citizen, age 57. Bachelor's degree in Engineering from Hasanuddin University. Appointed as Regional Head in February 2021 and previously worked at Bank Danamon as Regional Head.

HENRY DANIEL BUKIT

Corporate Sales Head

Indonesian citizen, 47 years of age. Holds a Bachelor's Degree in Engineering from Jenderal Achmad Yani University and a Master's Degree in Management from PPM College of Management. Appointed as Head of Corporate Sales in February 2020 and previously worked at Bank UOB Indonesia as Head of Corporate Banking.

HERMAWATI

Regional Head Jakarta 1

Indonesian citizen, age 47. Bachelor's degree in Economics from Tarumanagara University. Appointed as Head of Retail Product Management since June 2021, and previously worked at the Bank as Head of Retail Funding & Transmart Branch Sales since March 2019.

HERSEN

Retail Product Management Head

Indonesian citizen, age 47. Bachelor's degree in Economics from Tarumanagara University. Appointed as Head of Retail Product Management since June 2021, and previously worked at the Bank as Head of Retail Funding & Transmart Branch Sales since March 2019.

I

IBRAHIM ALAMSYAH

Investment Sales Head

Indonesian citizen, age 51. Holds a Bachelor of Laws degree from Parahyangan Catholic University. Appointed as Head of Investment Sales since November 2023, and previously worked at the Bank as Regional Head of Investment Sales since March 2019.

J

JACKY GOSUMOLO

Business Performance Management & Analytics Head

Indonesian citizen, 42 years of age. Bachelor's degree in Engineering from Trisakti University. Appointed as Head of Business Performance Management & Analytics since April 2021, and previously worked at the Bank as Head of Performance Management since September 2015.



L

LEONARD PANJAITAN**Indirect Channel Head**

Indonesian citizen, age 54. Bachelor's degree in Agricultural Technology from Bogor Agricultural Institute. Appointed as Head of Indirect Channel since January 2014 and previously worked at the Bank as Indirect Channel Relationship Manager since December 2013.

LIANA EFENDI**Customer Segment Head**

Indonesian citizen, 48 years of age. Bachelor of Arts from the University of Oregon. Appointed as Head of Client Segment in January 2021 and previously worked at AIA Financial as Head of High Net Worth.

LINA WU**Regional Head Medan**

Indonesian citizen, 47 years old. Bachelor of Engineering from Td Pardede Institute of Science and Technology. Appointed as Regional Head in August 2021 and previously worked at the Bank as Deputy Regional Head for Funding.

LIVIANA DEWI HIE**Regional Head Semarang**

Indonesian citizen, 55 years of age. Bachelor's degree in Economics from Satya Wacana Christian University. Appointed as Regional Head since April 2016 and previously worked at Bank Permata as Head, CCPL Network Acquisition.

M

M. ADE KURNIAWAN**Human Capital Reward, Operations & Services Head**

Indonesian citizen, age 40. Bachelor's degree in Psychology from Persada Indonesia University Y.A.I. Appointed as Head of Human Capital Reward, Operations & Services since May 2022 and previously worked at Bank Muamalat as Head of Human Capital Strategy & Service.

MARIANA HARYANI**Procurement Services Head**

Indonesian citizen, age 58. Bachelor's degree in Economics from Tarumanagara University. Appointed as Head of Procurement Services in September 2012 and previously worked at the Bank as Branch Manager.

MIDIANI DIAH CASITRIATI**Sales Process & Governance Head**

Indonesian citizen, 53 years old. Holds a Bachelor of Business Degree from Victoria University - Australia. Appointed as Head of Sales Process & Governance since October 2018, previously worked at Bank Ekonomi Raharja as Global Standard Head.

MUTESA HOLDIN**Centralized Credit Operations Head**

Indonesian citizen, age 56. Bachelor's degree in Economics from Bandar Lampung University. Appointed as Head of Centralized Credit Operations since September 2014 and previously worked at the Bank as Head of Credit Monitoring & Reporting since April 2014.

N

NELLY M H SIDABUTAR**Telemarketing Head**

Indonesian citizen, aged 50. Bachelor's degree in Economics from STIE Tri Dharma Widya. Appointed as Head of Telemarketing since January 2021 and previously worked at Bank DBS Indonesia as Sales Channel Head.

NOORDWianto CHANDRA KRESNA**CCPL Collection Head**

Indonesian citizen, age 56. Bachelor's degree in Economics from STIE IBMI Don Bosco. Appointed as CCPL Collection Head since January 2018 and previously worked at the Bank as CCPL Front End Collection Head since January 2016.

NOVA AFRIYANTI**Operational Risk Management Head**

Indonesian citizen, age 33. Holds a Bachelor's Degree in Agriculture from the Bogor Agricultural Institute (IPB). Appointed as Head of Operational Risk Management since October 2022, and previously worked at the Bank as Head of ORM Methodology since August 2018.

O

OMAR SOEHARTO**Compliance & GCG Head**

Indonesian citizen, aged 59. Holds a Bachelor's degree in Economics from Parahyangan Catholic University. Appointed as Head of Compliance & GCG in April 2012 and previously served as Head of Corporate Governance Opinion since August 2011.

R

RALPH BIRGER POETRIRAY**Treasury & Financial Institution Head**

Indonesian citizen, age 55. Holds a Bachelor of Economics degree from the University of Leicester - UK. Appointed as Head of Treasury & Financial Institutions since May 2021, and previously worked at the Bank as Head of Treasury & Global Market since March 2019.

RANGGA BAYU PAMUNGKAS**Market, Liquidity & Integrated Risk Management Head**

Indonesian citizen, age 52. Holds a Bachelor of Science degree from Gadjah Mada University and a Master of Management degree from Gadjah Mada University. Appointed as Head of Market, Liquidity & Integrated Risk Management since April 2017 and previously worked at Bank BNI as Group Head of Market & Liquidity Risk Management.

RIKA RAHAYU BEGAWAN**Regional Head Bandung**

Indonesian citizen, 54 years old. Bachelor's degree in agriculture from Bogor Agricultural Institute. Appointed as Regional Manager in June 2015 and Previously worked for the Bank as a Branch Manager since November 2002.

RINALDI USMAN**Retail Acquisition & Alternate Channel Sales Head**

Indonesian citizen, 54 years of age. Holds a Bachelor of Laws degree from Padjadjaran University. Appointed as CCPL & Alternate Channel Sales Head since March 2018, and previously worked at Standard Chartered Bank as National Client Acquisition Head.

RIRI ER SHINTA WALLAD**CCPL Partnership & Acquiring Head**

Indonesian citizen, age 50. Holds a Bachelor's Degree in Agriculture from the Bogor Agricultural Institute (IPB). Appointed as CCPL Partnership & Acquiring Head since March 2022 and previously worked at the Bank as CCPL Partnership Head since December 2020.

RIO FRANSISCO**Retail Acquisition Sales Head**

Indonesian citizen, age 42. Bachelor of Letters from Indonesian Christian University. Appointed as Head of Retail Acquisition Sales since April 2023 and previously worked at the Bank as Head of Retail Funding Acquisition Sales since February 2020.

S

SANDRA RUSTANDI**Regional Head Jakarta II**

Indonesian citizen, age 49. Bachelor's degree in Economics from Tarumanagara University. Appointed as Regional Head since March 2018, and previously worked at the Bank as Deputy Regional Head for Funding since June 2017.

SANTOSO WIBOWO**IT Project Management Head**

Indonesian citizen, age 46. Bachelor's degree in Computer Science from Pelita Harapan University. Appointed as Head of IT Project Management since May 2018, previously worked at Bank UOB Indonesia as Head of Retail BTOM.

SARMIATI**Capital Market Services Head**

Indonesian citizen, age 65. Bachelor's degree in Economics from Esa Unggul University. Appointed as Head of Capital Market Services in April 2012 and previously worked at the Bank as Head of Capital Markets Division since July 2000.

SRI DEWI MULYATI**CCPL Marketing & Business Support Head**

Indonesian citizen, 59 years of age. Holds a bachelor's degree in education from Jakarta State University and a master's degree in management from the Indonesian Institute of Business and Informatics. Appointed as CCPL Marketing & Business Support Head since November 2019, and previously worked at Bank Pan Indonesia as the Unsecured Lending Business Group Head.



SHINTA MELZATIA

Trustee & Agency Service Head

Indonesian citizen, age 49. Holds a Bachelor's Degree in Economics from Mercu Buana University and a Master's Degree in Accounting from the University of Indonesia. Appointed as Head of Trustee & Agency Services since February 2023 and previously worked at Ciidea Consulting as an Associate Consultant.

SRI BUDIASIH PURWANDARI

Custodian Service Head

Indonesian citizen, age 59. Bachelor's degree in Agriculture from Bogor Agricultural Institute. Appointed as Head of Custodian Services since September 2023 and previously worked at the Bank as Head of Capital Marketing & Processing.

T

THERESIA SANDHORA ALFONCIA

Regional Head Surabaya

Indonesian citizen, age 53. He holds a Bachelor of Economics degree from Tridharma University and a Master of Business Administration degree from the Asian Institute of Management - Philippines. Appointed as Regional Head since February 2021 and previously worked for the Bank as Regional Head Banjarmasin since April 2016.

TRI GANGGA WIRATMA

Process Management & Operations Control Head

Indonesian citizen, age 60. Holds a Bachelor's degree in Social Affairs from Diponegoro University. Appointed as Head of Process Management & Operations Control since July 2020, and previously worked at the Bank as Head of Process Management since March 2019.

TRIARSO ANGGORO

Network Operations Head

Indonesian citizen, age 56. Bachelor's degree in Economics from Mercu Buana University. Appointed as Head of Network Operations since April 2015, previously worked at Bank Pan Indonesia as Head of Business Process Retail Banking Group.

U

UTOMO BUDI RAHARDJO

Process & System Development Head

Indonesian citizen, age 61. Holds a Bachelor's Degree in Computer Science from Gunadarma University and a Master's Degree in Business Administration from the Asian Institute of Management - Philippines. Appointed as Head of Process and System Development since May 2018, and previously worked at the Bank as Head of Core Banking Systems.

W

WINDY SRI EKAWATI

National Credit Review, Restructure & Control Head

Indonesian citizen, 39 years of age. Holds a Bachelor's Degree in Psychology from the University of Indonesia. Appointed as Head of National Credit Review, Restructuring & Control since August 2022 and previously worked at the Bank as Head of Corporate & Commercial Credit Review since April 2017.

Y

Y. WAHYU AGUNG PRASETYO

IT & Cyber Risk Management Head

Indonesian citizen, age 41. Holds a Bachelor's Degree in Physics from Gajah Mada University and a Master's Degree in Engineering from Swiss-German University. Appointed as Head of IT & Cyber Risk Management since July 2022 and previously worked at Bank Danamon as Head of Information Security Management.

YEREMIA ARIYANTO IMANUEL

Credit Asset Recovery Head

Indonesian citizen, age 48. Holds a Bachelor's Degree in Economics from the University of Mataram. Appointed as Head of Credit Asset Recovery since April 2017, and previously worked at the Bank as Head of SME Asset Recovery since January 2016.

YOYO JUHARTOYO

IT Electronic Channel Head

Indonesian citizen, 58 years of age. Bachelor's degree in Economics from Bina Nusantara University. Appointed as Head of IT Electronic Channel since February 2015 and previously worked at the Bank as Head of Information Technology since May 2013.

Z

ZICO MARIO SAMUEL SETIONO

Chief of Staff

Indonesian citizen, age 37. Holds a Bachelor's Degree in Accounting from Trisakti University and a Master's Degree in Finance from the University of New South Wales (AU) - Sydney, Australia. Appointed as Chief of Staff since May 2022 and previously worked at ZA Tech Global Indonesia as VP Business Development.



Composition of Shareholders

The composition of the shareholders of Bank Mega as of December 31, 2023 is as follows:

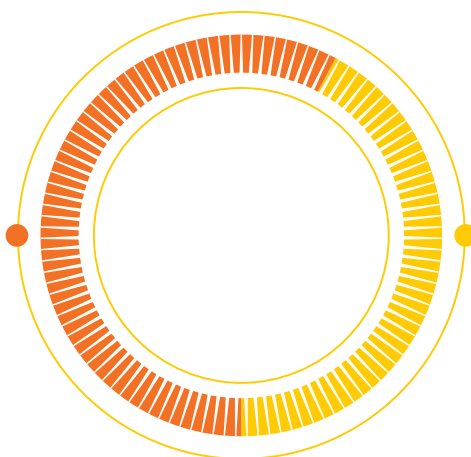


58,02%



PUBLIC <5%

41,98%





Shareholders	Share Ownership at the Beginning of the Year (January 1, 2023)			Share Ownership at the End of the Year (December 31, 2023)		
	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)
PT Mega Corpora	6.811.830.514	58,02%	3.405.915	6.811.830.514	58,02%	3.405.915
Public - each below 5%	4.929.092.851	41,98%	2.464.547	4.929.092.851	41,98%	2.464.547
Total	11.740.923.365	100,00%	5.870.462	11.740.923.365	100,00%	5.870.462

Shareholders Composition with Ownership of 5% or More

Shareholders	Share Ownership at the Beginning of the Year (January 1, 2023)			Share Ownership at the End of the Year (December 31, 2023)		
	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)
PT Mega Corpora	6.811.830.514	58,02%	3.405.915	6.811.830.514	58,02%	3.405.915

Shareholders Composition with Ownership of Less Than 5%

Shareholders	Share Ownership at the Beginning of the Year (January 1, 2023)			Share Ownership at the End of the Year (December 31, 2023)		
	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)
Public - each below 5%	4.929.092.851	41,98%	2.464.547	4.929.092.851	41,98%	2.464.547

Share Ownership Composition by Members of the Board of Directors and Board of Commissioners

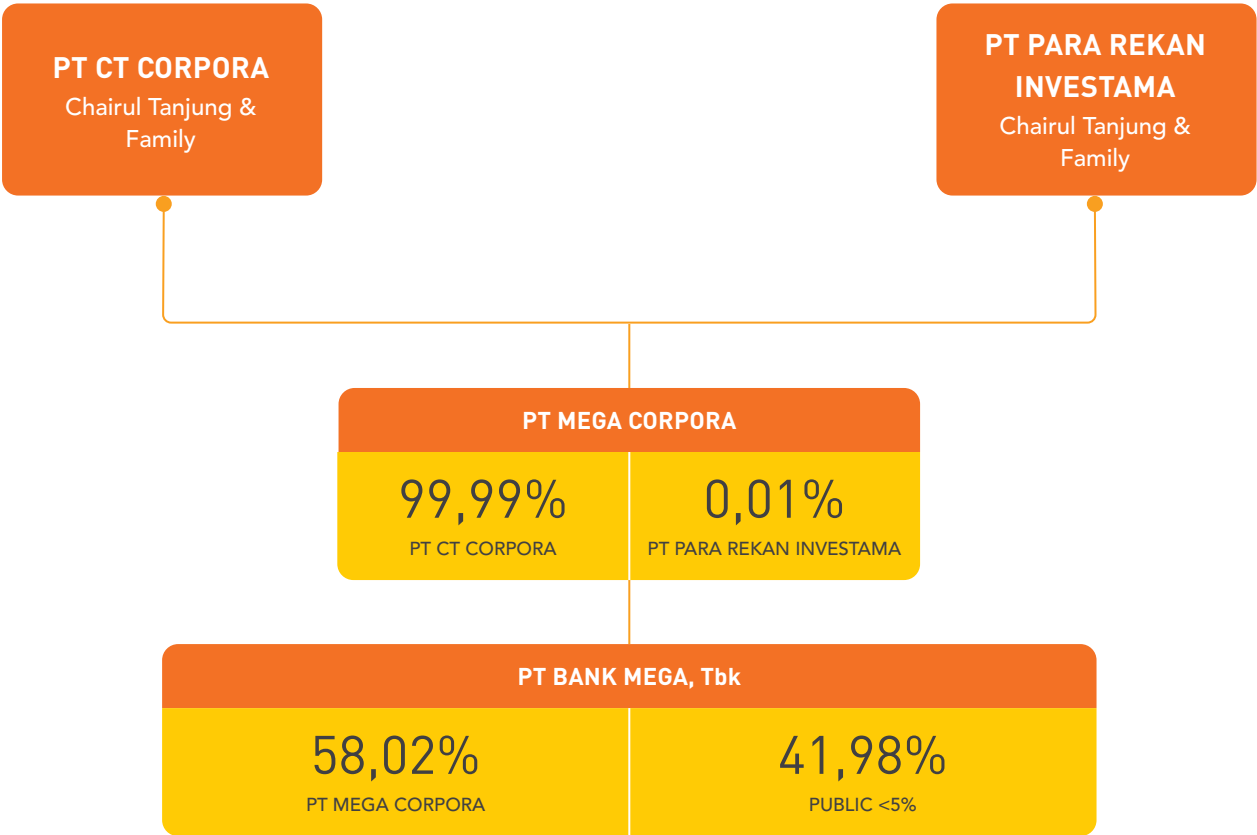
Shareholders	Share Ownership at the Beginning of the Year (January 1, 2023)			Share Ownership at the End of the Year (December 31, 2023)		
	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)	Number of Shares	Percentage of Ownership	Issued and Paid-Up Capital (RpMillion)
Anggota Dewan Komisaris	-	-	-	-	-	-
Anggota Direksi	-	-	-	-	-	-

Shareholders Composition Based on Classification of Investor Type and Nationality

Shareholder Groups	Share Ownership at the Beginning of the Year (January 1, 2023)			Share Ownership at the End of the Year (December 31, 2023)		
	Total Shareholders	Total Shares (Shares)	Percentage of Ownership (%)	Total Shareholders	Total Shares (Shares)	Percentage of Ownership (%)
Institusi lokal	XXX	XXX	XXX	XXX	XXX	XXX
Institusi asing	XXX	XXX	XXX	XXX	XXX	XXX
Individu lokal	XXX	XXX	XXX	XXX	XXX	XXX
Individu asing	XXX	XXX	XXX	XXX	XXX	XXX
Total	XXX	XXX	XXX	XXX	XXX	XXX

Struktur Grup Perusahaan

PT Mega Corpora adalah entitas induk dari Bank Mega. PT Mega Corpora dimiliki oleh PT CT Corpora dan PT Para Rekan Investama dimana Chairul Tanjung & keluarga adalah pemilik kedua entitas induk terakhir Bank tersebut.

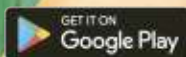




BIKIN *Jadi* **SMILE**

**BEBAS
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ANTARBANK
LEWAT
BI FAST
DI**  **smile**

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Bank Mega terdaftar dan diawasi oleh  | Bank Mega merupakan peserta penjaminan 

Struktur Bisnis Grup

PT CT Corpora is a business group with various business lines, namely financial services, media, leisure & hospitality, entertainment and property, and retail & lifestyle as shown below.



PT Mega Corpora's position is aligned with two other pillar groups, PT Trans Corpora operating in media, lifestyle and entertainment and PT Management Data Corpora. The entire group operates in synergy with each other within the CT Corp ecosystem.

Meanwhile, PT Para Rekan Investama is XXXXX

CT ARSA FOUNDATION


MEGA FINANCE


MEGA INSURANCE


PFI MEGA LIFE


MEGA CAPITAL


MEGA ASSET

SISTEM
PEMBAYARAN
DIGITAL

CT GLOBAL
FINANCE PTE. LTD

GLOBAL AIR
PTE. LTD

MINTVILLE
CORPORATION

PACIFIC AIR
HOLDINGS LTD

FINEGOLD
RESOURCES LTD

Subsidiaries and Associate Entities

Bank Mega has no subsidiaries and affiliates at December 31, 2023. However, Bank Mega does have sister companies, namely PT Bank Mega Syariah, PT Allo Bank Indonesia Tbk (dh. PT Bank Harda Internasional Tbk), PT Bank Pembangunan Daerah Sulawesi Utara & Gorontalo, PT Bank Pembangunan Daerah Sulawesi Tengah, PT Mega

Auto Finance, PT Mega Central Finance, PT Asuransi Umum Mega, PT PFI Mega Life Insurance (dh. PT Asuransi Jiwa Mega Indonesia), PT Mega Capital Sekuritas, PT Mega Asset Management, PT Mega Finance, dan Sistem Pembayaran Digital.

Chronology of Share Issuance of Share and/or Listing

The chronology of issuing and/or listing Bank Mega shares from its Initial Public Offering in 2000 until the end of 2023 is as follows:

- On March 15, 2000, in accordance with the letter from the chairman of BAPEPAM-LK No. S-493/PM/2000, the Bank's Registration Statement for the initial public offering became effective. The Bank conducted an initial public offering of its 112,500,000 shares with par value of Rp500 (full amount) per share at offering price of Rp1,200 (full amount) per share. On April 17, 2000, the shares were listed and traded in the Indonesia Stock Exchange.
- Based on the decision of Extraordinary General Meeting of Shareholder held on March 29, 2001, the Bank declared bonus shares of Rp69,526 by issuing 139,052,000 bonus shares at par value of Rp500 (full amount) per share which came from additional paid-in capital and declared stock dividends of Rp63,785 or 56,698,000 shares which came from retained earnings using the closing price of the Bank's shares published by the Indonesian Stock Exchange on March 28, 2001, at Rp1,125 (full amount) per share. Accordingly, the issued and fully paid-up capital of the Bank increased to Rp379,125 which represent 758,250,000 shares.
- Based on the Decision of Extraordinary General Meeting of Shareholders held on May 22, 2002, the Bank offered Limited Public Offering I with Pre-emptive Rights of 181,980,000 shares at par value of Rp500 (full amount) per share at offering price of Rp1,100 (full amount) per share. With this Limited Public Offering, the issued and fully paid-up share capital of the Bank became Rp470,115 representing 940,230,000 shares.
- Based on the Decision of Extraordinary General Meeting of Shareholders held on March 10, 2005, the Bank declared bonus shares of Rp141,034 by issuing 282,068,998 bonus shares at par value of Rp500 (full amount) per share, which came from additional paid-in capital and declared stock dividends of Rp477,260 representing 203,089,644 shares, which came from retained earnings using the closing price published by the Indonesian Stock Exchange on March 9, 2005, at Rp2,350 (full amount) per share. Accordingly, the issued and fully paid-in share capital increased to Rp712,694 which represent 1,425,388,642 shares.
- Based on the Decision of Extraordinary General Meeting of Shareholders held on March 24, 2006, it is resolved to offer Limited Public Offering II with Pre-emptive Rights representing 200,054,546 shares at par value of Rp500 (full amount) per share at offering price of Rp2,500 (full amount) per share. With this Limited Public Offering II, the issued and fully paid-in share capital of the Bank became Rp812,722 which represent 1,625,443,188 shares.

- According to the decision of Extraordinary General Meeting of Shareholders held on June 5, 2008, the shareholders approved, among others, the increase of the Banks authorized share capital from Rp900,000 representing 1,800,000,000 shares to Rp3,200,000 representing 6,400,000,000 shares.
- The decision of Annual General Meeting of Shareholders held on May 20, 2009 declared bonus shares at a maximum of 1,555,781,337 shares which came from additional paid-in capital amounted to Rp777,890 which was distributed proportionally to the listed shareholders (Recording Date) with a ratio of 67 new shares with par value of Rp500 (full amount) per share for every 70 shares owned by each shareholder, provided that any remaining fractional shares due to the division based on the ratio are returned to the Bank. With the declaration of these bonus shares, the issued and fully paid-in share capital of the Bank became Rp1,590,612 which represent 3,181,224,188 shares.
- The decision of Annual General Meeting of Shareholders held on May 12, 2011 declared the issuance of 464,731,862 stock dividends which came from retained earnings at an amount not to exceed Rp1,603,325 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these stock dividends, the issued and fully paid-in share capital of the Bank became Rp1,822,978 which represent 3,645,956,050 shares.
- Based on the Decision of Extraordinary General Meeting of Shareholders held on April 17, 2013, the Bank declared bonus shares at a maximum of 2,741,758,949 shares which came from additional paid-in capital maximum amounted to Rp1,370,959 which was distributed proportionally to the shareholders with a ratio of 376 bonus shares with par value of Rp500 (full amount) per share for every 500 shares owned by each shareholder, and declared stock dividends at a maximum of 408,347,077 stock dividends which came from retained earnings with a ratio for every 500 shares owned by each shareholder received 56 shares which was distributed proportionally at an amount not to exceed Rp1,664,849 using the closing price of the Bank's shares published by the Indonesia Stock Exchange on April 16, 2013 at Rp4,050 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these bonus shares and stock dividends, the issued and fully paid-in share capital of the Bank became Rp3,481,888 which represent 6,963,775,206 shares.
- Based on the Decision of the Annual General Meeting of Shareholders held on February 25, 2022, the Bank declared bonus shares of Rp2,043,868 by issuing 4,087,736,045 bonus shares at par value of Rp500 (full amount) per share, which came from additional paid-in capital which were distributed to shareholders in proportion to the distribution ratio for each holder of 1,000 shares receiving 587 bonus shares and declared stock dividends of 689,413,745 shares which came from the retained earnings with a distribution ratio for each holder of 1,000 shares obtaining 99 shares distributed proportionally in the amount of Rp6,687,304 using the closing price of the Bank's shares on the Indonesia Stock Exchange dated March 11, 2022, at Rp9,700 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these bonus shares and stock dividends, the issued and fully paid-in share capital of the Bank became Rp5,870,462 which represent 11,740,923,365 shares.

Chronology of Other Securities Issuance and/or Listing

Bank Mega has issued subordinated bonds, the chronology of issuance and/or listing of which is as follows:

- On January 15, 2008, the Bank issued Bank Mega Subordinated Bonds 2007 (Bonds) totaling Rp. 1,000,000,000 (in millions). The public offering of the Bonds has received an effective declaration from the Chairman of BAPEPAM - LK in letter no. S-6569/BL/2007 dated December 28, 2007. These Bonds mature in full on January 15, 2018 or on an earlier date, namely January 16, 2013, if the Bank exercises the call option after the 5th (fifth) anniversary of the date of issuance at market prices, taking into account the provisions in the Trustee Agreement and the provisions of applicable laws in Indonesia, upon prior approval of Bank Indonesia. All of these bonds have been listed on the Indonesia Stock Exchange on the basis of letter no. S-00240/BELCAT-S/01-2008 of January 15, 2008. The structure of this subordinated bond can be found in the section "Key Highlights and Other Important Information".
- On the basis of Bank Indonesia's letter No. 10/23/DPBI/rahasia dated 31 January 2008, Bank Indonesia approved the Bank's request to include the proceeds of the Bond Issue in the amount of Rp. 1,000,000,000 (in millions) as a component of the Bank's Tier 1 capital with a maximum amount of 50% of the Bank's Tier 1 capital as of January 2008. 2008.
- On May 27, 2020 PT Bank Mega, Tbk together with PT Mega Corpora signed an agreement for the issuance of PT Bank Mega Tbk Subordinated Bond in 2020, called Obligasi Subordinasi I PT Bank Mega, Tbk Tahun 2020. The Subordinated Bond transaction value reaches Rp50.00 billion with a maturity of 5 years from issuance date, and the Subordinated Bond interest rate is fixed. More detailed information on this bond structure can be found in the section entitled "Key Highlights and Other Important Information".
- The issuance of the Subordinated Bonds is in compliance with the provisions of POJK No. 14/POJK.03/2017 dated April 4, 2017, regarding action plans (recovery plans) for systemic banks. The funds raised from the issuance of these subordinated bonds, after deduction of issuance costs, will be used for working capital in the context of business development, in particular for the provision of credit and strengthening of the capital structure by being calculated as supplementary capital (Tier 2), as well as for increasing the composition of the long-term collection structure.

Supporting Capital Market Institutions and Professions

In conducting business activities related to capital markets throughout 2023, Bank Mega is supported by the following capital markets institutions and professionals:

Types of Capital Market Supporting Institutions and Professionals	Name & Address	Type and Form of Services	Fee (Rp)	Assignment Period
Kantor Akuntan Publik	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan Plaza ASIA, Level 10 Jl. Jend. Sudirman Kav.59 Jakarta 12190 Indonesia T: +62 21 5140 1340 F: +62 21 5140 1540 E contact@rsm.id	Audited the Bank's Financial Statements for year ended 31 December 2023.	XXX	2023
Biro Administrasi Efek	PT Datindo Entrycom JL. Hayam Wuruk No. 28 Tel. 021 350-8077 Fax. 021 350-8078 Jakarta 10120 - Indonesia	To manage recording Bank's shares which is related to monthly shareholders data and recording date.	XXX	2023
Lembaga Pemeringkat	PT Pemeringkat Efek Indonesia (Pefindo) PT Equity Tower Lt. 30 Sudirman Central Business District, Lot. 9 Jl. Jend. Sudirman Kav. 52-53 Jakarta Selatan 12190, Indonesia Tel. (021) 509 68469 Fax. (021) 509 68468	Assignment of the company rating of Bank Mega on an annual basis according to the rating agreement.	XXX	
Notary	XXXXX	The preparation of the Deed of the 2023 General Meeting of Shareholders.	XXX	2023

Information on the Company Website

Bank Mega creates and manages the main website of the Bank, namely <https://bankmega.com/id/>, based on the OJK Regulation No. 8/POJK.04/2015 concerning the websites of issuers or public companies. Bank Mega's website, which was created in Indonesian and English, reflects the Bank's commitment to the implementation of Law No. 8 of 1995 on Capital Markets and the improvement of the implementation of good corporate governance, especially towards shareholders, customers, the community, the government as well as other stakeholders.

Pursuant to Article 6 of the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 on the Websites of Issuers or Public Companies, Bank Mega has provided information on the website regarding the following information:

1. General information about issuers or public companies;
2. Information for Investors or Investors;
3. Corporate governance information; and
4. Corporate social responsibility information.

Office Network Address

No	Office Name	Address	Phone Number	Fax	Province
1	KC JKT SUDIRMAN	Sudirman Plaza Complex Indofood Tower, Lantai Dasar Jl. Jend Sudirman Kav 76-78 Jakarta 12920	02157935988	02157935959	DKI JAKARTA
2	KCP JKT HASYIM ASHARI	Jl. KH. Hasyim Ashari No 9 E	0216329327	0216326585	DKI JAKARTA
3	KCP JKT BENHIL	Jl. Bendungan Hilir Raya No. 88	02157951661	02157951662	DKI JAKARTA
4	KCP SBY KERTAJAYA	Jl. Kertajaya No. 65 Surabaya 60286	0315014655	0315014653	JAWA TIMUR
5	KC DENPASAR	Jl. Teuku Umar No. 263	0361237137	0361237136	BALI
6	KCP JKT KOTA	Jl. Pintu Besar Utara No. 31-33	0216902667	0216913083	DKI JAKARTA
7	KCP SBY KEMBANG JEPUN	Jl. Kembang Jepun No. 180-184	0313525343	0313552206	JAWA TIMUR
8	KC SBY YOS SUDARSO	Jl. Yos Sudarso no. 17	0315310241	0315457193	JAWA TIMUR
9	KC SBY SUNKONO	Kompleks Wonokitri Indah Kav. S 3- 5 Jl. May. Jend Sungkono	0315619731	0315661183	JAWA TIMUR
10	KC MALANG	Jl. Jaksa Agung Suprpto No. 27	0341361653	0341361658	JAWA TIMUR
11	KC JOMBANG	Jl. K.H. Wachid Hasyim No. 181	0321861473	0321861282	JAWA TIMUR
12	KCP JKT SENEN	Kompl. Pertokoan Segitiga Senen Blok C 8 Jl. Senen Raya No. 135	0213855124	0213852324	DKI JAKARTA
13	KCP DENPASAR SEMINYAK	Jl. Raya Basangkasa No. 10 Denpasar 80361	0361737727	0361737728	BALI
14	KC JKT EQUITY TOWER	Gedung Perkantoran Equity Tower Ground Floor A1 Jl. Jend. Sudirman Kav. 52-53, Lot.9 SCBD	02129035252	02129035394	DKI JAKARTA
15	KCP JKT FATMAWATI	Jl. RS. Fatmawati No. 80 E - F	02175915141	02175914868	DKI JAKARTA
16	KCP CIMAHI TRANSNART	Ged. Transmart Cimahi Unit G-4 Jl. Raya Cimahi relokasi dari KCP JKT PLAZA CHASE Gedung Plaza Chase, Ground Floor Jl Jendral Sudirman Kav 21	02286001144	02286001145	JAWA BARAT



No	Office Name	Address	Phone Number	Fax	Province
17	KCP JKT KEBON JERUK	Komplek Graha Kencana Jl. Perjuangan No 88C & 88D Relokasi dari Graha Kencana Ground Floor Jl. Perjuangan No 88 Kebun Jeruk	02153673982	02153673979	DKI JAKARTA
18	KC BANDUNG	Menara Bank Mega Bandung, Jl. Gatot Subroto No. 283 - Bandung 40263	02287341000	02287340910	JAWA BARAT
19	KCP JKT RASUNA SAID	Menara Mega Syariah, Lt.1 Jl. HR. Rasuna Said, Kav.No.19A relokasi dari Menara Kadin Jl. HR Rasuna Said Blok X-3 Kav5 - Jakarta 12950	02129852020	02129852021	DKI JAKARTA
20	KC JKT PLUIT	Jl. Pluit Kencana Raya No.98-100 Jakarta Utara 14450 DKI Jakarta	0216628873	0216628874	DKI JAKARTA
21	KCP JKT SUNTER	Komplek Rukan Puri Mutiara Blok A No.83 Jl. Griya Utama Sunter Agung Jakarta 14350	02165306423	02165306426	DKI JAKARTA
22	KCP JKT BINTARO	Bintaro Sektor I Blok E – 20	0217351008	0217351012	DKI JAKARTA
23	KCP SBY GRESIK	Kompleks Pertokoan Multi Sarana Plaza Blok A No 8 Jl. Gubernur Suryo	0313979936	0313982015	JAWA TIMUR
24	KC JKT ROXY	Komplek Ruko Roxy Mas Blok B2 No.01 Jl.Kh.Hasyim Ashari 125 Jakarta Pusat 10150 DKI Jakarta relokasi dari Komp. Niaga Roxy Mas, Blok C5 No.22 jl. KH. Hasyim Ashari Jakarta	0216334956	0216334957	DKI JAKARTA
25	KCP BKS KALIMALANG	Komplek Ruko XML (Kalimalang) No.43 Jl. KH. Noer Ali, Kalimalang Bekasi 17136	0218640525	0218640779	JAWA BARAT
26	KCP JKT SAHARJO	Jl. Prof.Dr.Soepomo No.32 Kel Menteng Dalam Jakarta 12870	02183702359	0218295198	DKI JAKARTA
27	KCP JKT TANJUNG DUREN	Jl. Tanjung Duren Raya No. 139	0215645966	0215645967	DKI JAKARTA
28	KCP JKT RAWAMANGUN	Jl. Paus No. 89 B, RT 01/RW 08, Jati, Kecamatan Pulo Gadung, Jakarta Timur 13220	0214753070	0214756277	DKI JAKARTA
29	KC KEDIRI	Jl. Erlangga No 19	0354694009	0354694010	JAWA TIMUR
30	KC SEMARANG	MBM Semarang Lt. GF Jl. Pandanaran No.82 relokasi dari Jl. Pemuda No. 108	02486460900	0243549371	JAWA TENGAH
31	KC YOGYAKARTA	Jl. Jendral Sudirman No. 44	0274548622	0274548623	YOGYAKARTA
32	KCP JKT CIKINI	Jl.Cikini Raya No.28A relokasi dari Ged Konica Lt. 1 Jl. Gunung Sahari No. 78	0213157671	0213157617	DKI JAKARTA
33	KC BKS A. YANI	Jl. Jend Ahmad Yani Ruko Bekasi Mas A3-5 Kota Bekasi 17141 Jawa Barat	02188960133	02188960134	JAWA BARAT
34	KCP SBY KEDUNGORO	Jl. Kedungdoro 105	0315354494	0315354530	JAWA TIMUR
35	KCP JKT PASAR BARU	Jl. Sukarjo Wiryopranoto No. 7 A	0216011888	0216011883	DKI JAKARTA
36	KCP JKT TANAH ABANG	Jl. Fachrudin Tanah Abang Bukit Blok C No. 49	0213926751	02131924088	DKI JAKARTA
37	KCP JKT JEMBATAN LIMA	Komplek Ruko Jembatan Lima Indah No. 15 E , Jl. K.H. Mas Mansyur	0216331341	0216330785	DKI JAKARTA
38	KCP SBY KAPAS KRAMPUNG	Jl. Kapas Krampung No. 162 relokasi menjadi Jl. Kapas Krampung No. 186 Kel Ploso, Kec Tambaksari, Surabaya - Jawa Timur tanggal 18 Oktober 2010	0315026033	0315025977	JAWA TIMUR
39	KC MEDAN	Jl. Kapt. Maulana Lubis No. 11 Medan 20212	0614511618	0614565449	SUMATERA UTARA
40	KCP BSD	Komplek BSD Sektor VII Blok RL No. 27	0215388208	0215388211	BANTEN
41	KCP BDG KOPO	Komplek Ruko Kopo Plaza Jl. Lingkar Selatan Blok B No. 8	0226002955	0226002957	JAWA BARAT
42	KCP JKT GEDUNG JAYA	Jl. MH. Thamrin No. 12	02131927937	02131928036	DKI JAKARTA
43	KCP JKT KEMANG	Wisma Bakrie CSU Lt. 1, Jl. Kemang Raya No. 4	0217180771	0217180773	DKI JAKARTA
44	KC SOLO	Jl. Slamet Riyadi No. 323	0271733660	0271733662	JAWA TENGAH
45	KC LAMPUNG	Jl. Laksamana Malahayati 8 relokasi dari Jl. Laksamana Malahayati 24	0721474668	0721474670	LAMPUNG



No	Office Name	Address	Phone Number	Fax	Province
46	KC PADANG	Jl.Jend Sudirman no.42 B-C Padang 25128	075120999	075123099	SUMATERA BARAT
47	KC PEKANBARU	Jl. Jend. Sudirman No. 450, relokasi tgl 6 Desember 2010 ke Jl. Jend Sudirman No.351	0761885888	0761854030	RIAU
48	KC JAMBI	Jl. Gatot Soebroto No. 102-104 relokasi ke Jl. Hayam Wuruk No. 102 Kel. Sungai Asam, Kec. Jambi Selatan, Jambi	07417550805	074124008	JAMBI
49	KC BATAM	Jl. Sultan Abdul Rahman Komplek Lumbung Rejeki Blok D No. 5-6, RT 001 RW 002, Kel. Lubuk Baja Kota, Kec. Lubuk Baja, Nagoya	07784884100	07784884101	KEPULAUAN RIAU
50	KCP MDN HARYONO	Jl. MT. Haryono No. 144 - 146	0614157165	0614157056	SUMATERA UTARA
51	KC SAMARINDA	Jl. Jenderal Sudirman No.33B relokasi dari Jl. H. Agus Salim 3 B-C	0541748899	0541736919	KALIMANTAN TIMUR
52	KC BALIKPAPAN	Jl. Ahmad Yani No. 33 - 34	0542441516	0542441586	KALIMANTAN TIMUR
53	KC BANJARMASIN	Jl. S. Parman No. 37 relokasi dari Jl. Lambung Mangkurat No. 45, 46 & 48	05116739000	05116710022	KALIMANTAN SELATAN
54	KC MAKASSAR	Jl. A. Yani No. 7	04113623232	04113618107	SULAWESI SELATAN
55	KCP SBY JEMUR ANDAYANI	Jl. Jemur Andayani No. 11C	0318434951	0318434957	JAWA TIMUR
56	KCP MALANG KYAI TAMIN	Jl. Gatot Soebroto No. 21A relokasi menjadi Jl. Kyai Tamin No.35 – 41, Kel Sukoharjo Kec Klojen - Kota Malang Prop Jawa Timur	0341343877	0341343873	JAWA TIMUR
57	KC CIREBON	Jl. Surya Negara Blok D. 10-11, Cirebon 45118 relokasi menjadi Jl. Yos Sudarso No.2B - Cirebon (7 Des'09)	0231211110	0231238800	JAWA BARAT
58	KCP UBUD	Jl. Raya Ubud, Ds. Kutur No. 115	0361977635	0361977636	BALI
59	KCP JKT JAYAKARTA	Jl. Pangeran Jayakarta No. 109A	0216266687	0216266683	DKI JAKARTA
60	KC PALEMBANG	Jl. Kapt. A. Rivai No. 31 F	0711373160	0711354140	SUMATERA SELATAN
61	KCP JKT DUTA MAS	Komp. Pertokoan Duta Mas Fatmawati Blok B1 No. 6, Jl. RS. Fatmawati No. 39	0217233830	0217233782	DKI JAKARTA
62	KC JKT CEMPAKA MAS	Rukan Graha Cempaka Mas Blok B No.01, Jl. Letjend Suprpto Jakarta Pusat 10640 DKI Jakarta	0214222929	0214222980	DKI JAKARTA
63	KC JKT MANGGA DUA	Jl. Mangga Dua Raya Harco Mangga Dua Blok E 32, Jakarta Pusat 10730 DKI Jakarta	0216000188	0216123162	DKI JAKARTA
64	KCP BDG BUAH BATU	Jl. Buah Batu No 141	0227322855	0227322856	JAWA BARAT
65	KCP BDG SETRASARI	Jl. Prof.Dr.Soeria Soemantri kav.7 relokasi dari Setrasari Mal Ruko A7, Jl. Ir. Sutami	0222009860	0222009858	JAWA BARAT
66	KC JKT TENDEAN	Menara Bank Mega Lantai. Dasar, Jl. Kapt. Tendean Kav. 12 - 14A relokasi dari Ged. Trans TV lt. Dasar Jl. Kapt. Tendean No. 12 - 14A Jakarta	02179175888	0217990868	DKI JAKARTA
67	KC MANADO	Kawasan Mega Mas Blok IB No. 1 Jl. Piere Tendean (Boulevard)	0431879555	0431879561	SULAWESI UTARA
68	KCP TANGERANG	Jl. Daan Mogot No.27 B	02155772060	02155772063	BANTEN
69	KCP JKT KELAPA GADING	Jl. Boulevard Barat Blok LA 1 No.5-6	02145854822	02145854819	DKI JAKARTA
70	KCP MDN CIREBON	Jl. Cirebon No. 45	0614555525	0614555508	SUMATERA UTARA
71	KCP MAKASAR A.YANI	Jl. A. Yani No. 43	04113618356	04113617447	SULAWESI SELATAN
72	KC JKT THE PRIME SUNTER	The PRIME – Office Suites Lantai Lobby Suites D, Jl. Yos Sudarso Kav 30	021 22657125	021 22657126	DKI JAKARTA
73	KCP LAMPUNG - KARTINI	Jl. Kartini Blok B1 No. 25 Bandar Lampung	0721242468	0721242471	LAMPUNG



No	Office Name	Address	Phone Number	Fax	Province
74	KCP PALEMBANG SAYANGAN	Jl. Sayangan No. 72 Kel. Ilir Timur Palembang	0711375838	0711375607	SUMATERA SELATAN
75	KCP SOLO URIP SUMOHARJO	Jl. Urip Sumiharjo No. 47	0271662668	0271662601	JAWA TENGAH
76	KCP YOGYAKARTA SRIWEDANI	Jl. Sriwedani No. 6 Yogyakarta	0274554949	0274557420	YOGYAKARTA
77	KCP MAKASAR PANAKUKANG	Jl. Raya Boulevard Jasper II No. 45 C Panakukang	0411425036	0411425037	SULAWESI SELATAN
78	KCP JKT WARUNG BUNCIT	Wisma Perkasa Jl. Warung Buncit Raya 21 B	0217902530	0217902532	DKI JAKARTA
79	KCP JKT MUARA KARANG	Jl. Muara Karang Raya No. 50 E	0216621018	0216621135	DKI JAKARTA
80	KCP TGR CIPUTAT	Kompl. Pertokoan Megamal Blok A/3, Ciputat Jl. Ciputat Raya	217444221	0217443661	BANTEN
81	KCP JKT LOKASARI	Komplek Pertokoan THR Lokasari Blok B 25 - 27 Jl. Mangga Besar.	0216259886	0216591325	DKI JAKARTA
82	KC PONTIANAK	Jl. H. Agus Salim No. 10 – 12	0561739822	0561749078	KALIMANTAN BARAT
83	KC BOGOR	Jl. Ir. Juanda No. 38 - 40	02518356545	02518356546	JAWA BARAT
84	KCP BKS CIKARANG	Ruko Menteng, Blok A No. 6, Jl. MH. Thamrin Lippo Cikarang, Cikarang 175450	02189907877	02189907879	JAWA BARAT
85	KCP CIPADUNG TRANSMART	Transmart Cipadung Unit GF 006 Jl. A.H. Nasution No.73 relokasi dari KK BATAM MUKAKUNING Wisma Batamindo Lt. 1 No. 6, Jl. Rasamala 1 Mukakuning	022-87836456	022-87836446	JAWA BARAT
86	KCP JKT PERMATA HIJAU	Grand ITC Permata Hijau, Ruko Emerald No. 9 Jl. Arteri Permata Hijau	02153663522	02153663516	DKI JAKARTA
87	KCP BDG JUANDA	Jl. Ir. H. Juanda No. 126B	0222532129	0222532017	JAWA BARAT
88	KCP BDG SUDIRMAN	Komplek Ruko Sudirman Plaza Blok 91F, Jl. Jend. Sudirman No. 66-68	0224260117	0224260116	JAWA BARAT
89	KCP JKT ITC MANGGA DUA	ITC Mangga Dua Lt. 4 Blok A No. 14-15 Mangga Dua Raya relokasi menjadi ITC Mangga Dua Lt.4 Blok AB no.39-42, Jl.Mangga Dua Raya Jakarta Utara 14430	02162300855	02162300880	DKI JAKARTA
90	KCP BALIKPAPAN SUDIRMAN	Komp. Balikpapan Permai No. 9, Jl. Jend.Sudirman	0542443448	0542443449	KALIMANTAN TIMUR
91	KCP SAMARINDA S. PARMAN	Komp. Ruko Simpang Dr.Sutomo Petak 1, Jl. S.Parmar No.1 Samarinda	0541201222	0541202048	KALIMANTAN TIMUR
92	KCP MADIUN	Jl. Jend. Sudirman No. 23 Madiun 63116	0351483678	0351483676	JAWA TIMUR
93	KCP SBY NGAGEL	Komp. RMI Jl. Ngagel Jaya Selatan Blok D – 12, SURABAYA 60284	0315017115	0315052956	JAWA TIMUR
94	KC MATARAM	Jl. Pejanggik 129, Cakranegara, Mataram 83231	0370648988	0370648090	NUSA TENGGARA BARAT
95	KC PURWOKERTO	Komplek Ruko Kranji Megah Jl. Jend. Sudirman No. 393	0281642758	0281642741	JAWA TENGAH
96	KCP MALANG KAWI	Jl. Terusan Kawi No. 2 Kav. 7	0341576234	0341576232	JAWA TIMUR
97	KCP PALEMBANG PTC	Palembang Trade Center Blok 18, Jl. R. Sukanto No. 8A,	0711382382	0711382234	SUMATERA SELATAN
98	KC JKT PONDOK INDAH	Pondok Indah Plaza I Blok Ua 14, Jl. Taman Duta I Jakarta Selatan 12310 DKI Jakarta	02175911608	02175911607	DKI JAKARTA
99	KCP KUDUS	Jl. Komp. Pertokoan Ahmad Yani No. 15, Jl. Ahmad Yani, Kudus	0291446458	0291446369	JAWA TENGAH
100	KCP BANJARMASIN BANJARBARU	JL. Jend.A. Yani KM 36,5	05114787575	05114787585	KALIMANTAN SELATAN
101	KCP JKT KRAMAT RAYA	JL. KRAMAT RAYA NO.178 B	0213144377	0213144585	DKI JAKARTA
102	KCP JKT CINERE	Jl. Cinere Raya Blok A No.1 B	0217535438	0217536148	JAWA BARAT
103	KCP SEMARANG PETERONGAN	Ruko Peterongan Plaza Blok A-12 Jl. MT. Haryono No. 719	0248413255	0248413236	JAWA TENGAH
104	KCP CIBUBUR CITRA GRAND	Komp. Ruko Citra Grand Blok R1 No.16 Jl. Raya Alternatif Cibubur	02184592345	0218452345	JAWA BARAT
105	KC JEMBER	Jl. A. Yani No. 19	0331481010	0331481616	JAWA TIMUR



No	Office Name	Address	Phone Number	Fax	Province
106	KCP JKT GREEN GARDEN	Komplek Ruko Green Garden Blok I-9 No. 12A Jl. Panjang	0215800123	0215811506	DKI JAKARTA
107	KC KENDARI	Jl. A. Yani No. 30 AB Blok A3 dan A4	04013133232	04013128733	SULAWESI TENGGARA
108	KCP DEPOK ITC	Jl. Margonda Raya No.56	02177214436	02177214435	JAWA BARAT
109	KCP SBY SIDOARJO	Jl. A. Yani No.41-43 Blok C Kota Surabaya 61212 Jawa Timur	0318959787	0318959786	JAWA TIMUR
110	KCP BLITAR	Jl. Cepaka No.5 Blitar 66121	0342816398	0342816397	JAWA TIMUR
111	KCP JKT MAYESTIK	Jl. Kyai Maja No.53 C Jakarta 12130	02172798545	02172798556	DKI JAKARTA
112	KCP PALU MANONDA	Komplek Ruko Patra Modern Blok J1 no.7-8 Jl. Labu Relokasi dari KCP CIBUBUR LEGENDA WISATA Ruko Little China JA-01 Jl.Alternatif Trans Yogi km.6 Cibubur 16967	0451460600	0451460601	SULAWESI TENGAH
113	KCP JKT TUBAGUS ANGKE	Jl. Tubagus Angke Komp. Duta Mas Blok D9/A kav.7 Jakarta 11460	02156944575	02156944576	DKI JAKARTA
114	KCP CILEGON	Jl. Raya SA Tirtayasa No.17 G Cilegon 42411	0254388882	0254388622	BANTEN
115	KCP BEKASI JUANDA	Jl. Ir. H. Juanda 137 Blok A No. 5	0218806229	0218807215	JAWA BARAT
116	KC TEGAL	Jl. Gajah Mada No. 103 Pekauman Tegal	0283324545	0283324600	JAWA TENGAH
117	KCP TANJUNG PINANG	Jl Merdeka No. 1 Tanjung Pinang Riau	0771313911	0771314419	KEPULAUAN RIAU
118	KCP JKT CEMPAKA PUTIH	Gedung Tindra unit J Jl.Letjend Suprpto No.60 Cempaka Putih	0214225877	0214225887	DKI JAKARTA
119	KCP JKT KEBON JERUK INTERCON	Komplek Ruko Intercon Plaza Blok F no.9 Jl.Taman Kebon Jeruk Jakarta	02158903686	02158933789	DKI JAKARTA
120	KCP TULUNGAGUNG	Jl.Diponegoro No.130 Tamanan,Tulugagung	0355337069	0355337066	JAWA TIMUR
121	KCP SBY MULYOSARI	Jl.Mulyosari No.360 E Surabaya	0315910343	0315912894	JAWA TIMUR
122	KCP BANJARMASIN A.YANI	Jl.A.Yani KM 3,5 No.66 A Karang mekar,Banjarmasin Timur	05113263399	05113266681	KALIMANTAN SELATAN
123	KC PALU	Jl.Jend Sudirman No.15 Besusu Tengah Palu 94111	0451456401	0451456407	SULAWESI TENGAH
124	KCP MANADO SAM RATULANGI	Gedung pasca sarjana It Dasar Universitas Samratulangi,Jl Raya Kampus UNSRAT relokasi ke Komplek Perkantoran Wanea Plaza Blok A1 no.1, Jl.Sam Ratulangi Kel/ Kec. Wanea, Manado	0431854842	0431854809	SULAWESI UTARA
125	KCP SEMARANG SUARI	Ruko Suari blok D Jl.Suari No.7 Semarang 50137	0243522992	0243522991	JAWA TENGAH
126	KCP PEKALONGAN	Jl.KH.Mansyur No.30 Blok 5 & 6 Pekalongan	0285431238	0285431239	JAWA TENGAH
127	KCP PEKANBARU RIAU	Jl.Riau No.56 B Kampung baru kec Senapelan	076133299	076138600	RIAUI
128	KCP JAMBI WILTOP	Komplek pertokoan wiltop Jl.Sultan Thaha No.29-30 Jambi 36132	07417837169	07417837168	JAMBI
129	KC TASIKMALAYA	Jl.Gunung Sabeulah No.2 D Kelurahan Yudanagara Tasikmalaya 46121	0265338509	0265337735	JAWA BARAT
130	KCP SBY HR.MUHAMMAD	Komplek ruko HR.Muhammad Square kav. A1 Jl.HR.Muhammad 140B-1, Surabaya 60225	0317382861	0317382859	JAWA TIMUR
131	KCP JKT PURI INDAH	Rukan Sentra Niaga Puri Indah Blok T-6 No.22 Kembangan Jakarta 11610	02158356388	02158356387	DKI JAKARTA
132	KC SBY DARMO	Jl.Raya Darmo No.95 Surabaya 60265	0315688566	0315688575	JAWA TIMUR
133	KCP DENPASAR GATOT SUBROTO	Jl Gatot Subroto Tengah 296 C Denpasar 80113	0361424600	0361430588	BALI
134	KCP BOGOR PADJAJARAN	Ruko Sentra V Point Jl.Padjadjaran No.1 Blok ZC Sukasari Bogor 16143	02518387030	02518364018	JAWA BARAT
135	KCP CILACAP	Jl. A Yani Square No.2-3 Cilacap 53213	0282520366	0282520122	JAWA TENGAH



No	Office Name	Address	Phone Number	Fax	Province
136	KCP JKT CITRA GARDEN	Komplek ruko Citraniaga no.A2 Jl.Kebahagiaan Jakarta 11830	02154370788	02154370790	DKI JAKARTA
137	KCP MAKASSAR METRO SQUARE	Jl Veteran Utara Kompleks Ruko Makkasar Square Blok B No.7 Makassar 90141	04113626565	0411'3625212	SULAWESI SELATAN
138	KCP JKT KELAPA GADING BOULEVARD RAYA	Jl Boulevard Raya Blok CN 3 No.3 Kelapa Gading Jakarta 41240	02145840533	02145854819	DKI JAKARTA
139	KCP JAMBI TRANSMART	Transmart Jambi Unit GF 19, Jl. Jend Sudirman, Kel. Tambaksari, Kec. Jambi Selatan	07413611084	07413611085	JAMBI
140	KCP BEKASI JABABEKA	Ruko Jababeka 1 Shop House Blok B 14-15 Cikarang 17550	0218934646	0218934346	JAWA BARAT
141	KCP PATI	Jl. Panglima Sudirman No. 87 Pati 59111	0295385663	0295386223	JAWA TENGAH
142	KCP PURWAKARTA	JL. RE Martadinata No. 12 Nagri Tengah Purwakarta 41114	0264200018	0264200019	JAWA BARAT
143	KCP GARUT	Jl.Ciledug No. 146 Kota Kulon Garut 44112	0262242191	0262242190	JAWA BARAT
144	KCP BOJONEGORO	Jl. Untung Surapati No. 18 Bojonegoro 62215	0353893500	0353893505	JAWA TIMUR
145	KCP JKT PANTAI INDAH KAPUK	Rukan Cordoba Blok G No. 17 Bukit Golf Mediterania Pantai Indah Kapuk Jakarta 14440	02155966039	02155966040	DKI JAKARTA
146	KCP MDN PULO BRAYAN	Jl. Yos Sudarso Komodor Laut No. 16/EF Medan 20116	0616636110	0616636106	SUMATERA UTARA
147	KCP PALOPO	Jl Kelapa NO. 60 Palopo 91921	047124800	047121002	SULAWESI SELATAN
148	KCP MAMUJU	Jl. Andi Pangerang Pettarani No. 45 Mamuju 91511	042622433	042622290	SULAWESI BARAT
149	KCP TIMIKA	Jl Cendrawasih No. 99 Distrik Mimika Baru Timika 99910	0901323918	0901323939	PAPUA
150	KCP GORONTALO	Jl Ahmad Yani No. 139 Gorontalo 96114	0435824999	0435829977	GORONTALO
151	KCP MERAUKE	Jl. Raya Mandala No. 330 Merauke 99611	0971324500	0971324700	PAPUA
152	KCP SORONG	Jl Sudirman No. 60 Sorong 98415	0951331731	0951331922	PAPUA BARAT
153	KCP KLATEN	Jl. Pemuda Selatan No. 119 Klaten 57412	0272329242	0272329241	JAWA TENGAH
154	KCP PROBOLINGGO	Jl. Soekarno Hatta No. 35 Probolinggo 67211	0335437929	0335437922	JAWA TIMUR
155	KC BENGKULU	Jl. Sudirman No. 237 Bengkulu 38115	0736347088	073625543	BENGKULU
156	KCP SERANG	Jl A Yani No. 15 Serang 42151	0254216070	0254216027	BANTEN
157	KCP SUMBAWA	Jl. Diponegoro No. 55 Sumbawa 84313	0371626669	0371626660	NUSA TENGGARA BARAT
158	KCP BANYUWANGI	Jl. A Yani No. 46 Lingkungan Mulyosari Banyuwangi 68414	0333419288	0333419282	JAWA TIMUR
159	KCP SUKABUMI	Jl. Sudirman No. 49 Sukabumi 43121	0266215500	0266217600	JAWA BARAT
160	KCP SAMPIT	Jl. Ahmad Yani No. 51 Sampit 74322	053130902	053132051	KALIMANTAN TENGAH
161	KCP MAGELANG	Jl Jend Sudirman No. 139 Magelang	0293313226	0293313125	JAWA TENGAH
162	KCP TARAKAN	Jl. Jend Sudirman No. 2 Tarakan 77111	055121108	055122558	KALIMANTAN UTARA
163	KC TERNATE	Jl. Babula No. 2 Ternate 97723	09213128550	09213128577	MALUKU UTARA
164	KCP KETAPANG	Jl. Let Jend R Suprpto No. 159 Ketapang 78851	05343037099	05343037098	KALIMANTAN BARAT
165	KCP MDN ISKANDAR MUDA	Jl Sultan Iskandar Muda No. 137 Medan 20119	0614564676	0614564611	SUMATERA UTARA
166	KCP SINTANG	Jl M T Haryono No. 15 Sintang 68614	056522255	056522252	KALIMANTAN BARAT
167	KC PARE- PARE	Jl. Bau Maseppe No.451 Pare-Pare 78851 Sulawesi Selatan	042124588	042124800	SULAWESI SELATAN
168	KC PALANGKARAYA	Jl. A Yani No.66 - Palangkaraya 73111	05363241444	05363241441	KALIMANTAN TENGAH



No	Office Name	Address	Phone Number	Fax	Province
169	KCP BITUNG	Jl. Yos Sudarso No.01, Lingkungan V - Bitung 95521	043834454	043834820	SULAWESI UTARA
170	KCP JKT GADING ORCHARD	Komp.Orchard Sq Jl.Raya Klp Hybrida Blk GOS No.B19 relokasi dari KCP JKT PACIFIC PLACE Gedung Pacific Place SCBD, Jl. Jend Sudirman Kav 52-53 - Jakarta 12190	02129077300	02129077340	DKI JAKARTA
171	KCP JKT TB SIMATUPANG	Gd. GKM Green Tower , Jl. TB Simatupang Kav. 89G, Pasar Minggu relokasi dari Gedung AJMI, Ged. Sovereign Plaza Lt. Ground A Jl.TB Simatupang Kav.36 relokasi dari KCP JKT PULO GADUNG Gedung Astra Agro Lestari Jl. Pulo Ayang Raya Blok OR-1, Kawasan Industri Pulo Gadung - Jakarta 13930	02150812101	02150812102	DKI JAKARTA
172	KCP BKS PONDOK GEDE	Pondok Gede Plaza Jl. Raya Pondok Gede Blok C No.21&22, Bekasi 17411	02184938487	02184938488	JAWA BARAT
173	KCP JKT TAMAN PALEM	Komp Perumahan Taman Palem Lestari Blok B-17 No.65-66, Cengkareng - Jakarta 11730	02155951983	02155951986	DKI JAKARTA
174	KCP SUMEDANG	Jl. Prabu Geusan Ulu No.53, Kec Sumedang Selatan - Sumedang 45312	0261201799	0261201649	JAWA BARAT
175	KCP MAJALAYA	Blok Pasar Tengah Jl. Pasar Tengah No.28 Kec Majalaya bandung 40291	02285963789	02285963790	JAWA BARAT
176	KCP JEPARA	Jl. Pemuda No.3A, Potroyudan - Jepara 59411	0291597825	0291597832	JAWA TENGAH
177	KCP SITUBONDO	Jl. Argopuro No.102, Kec Panji - Situbondo 68355	0338672800	0338674300	JAWA TIMUR
178	KCP LEMBANG	Jl. Raya Lembang No.360 Kec Lembang Bandung 40391	0222787002	0222784755	JAWA BARAT
179	KCP SBY WIYUNG	Jl. Raya Menganti Wiyung No.18, Kec Wiyung - Surabaya 60228	0317524378	0317524726	JAWA TIMUR
180	KCP CIANJUR	Jl. Dr Muwardi No.110, Kec Cianjur - Cianjur 43216	0263262856	0263262866	JAWA BARAT
181	KCP KEDIRI PARE	Jl. Pahlawan Kusuma Bangsa No.39, Kec Pare - Kediri 64212	0354392900	0354395700	JAWA TIMUR
182	KCP JATIBARANG	Jl. Mayor Dasuki No.176, Kec Jatibarang - Indramayu 45273	02345357268	02345357262	JAWA BARAT
183	KCP NGANJUK	Jl. A Yani No.77, Nganjuk 64411	0358331777	0358331771	JAWA TIMUR
184	KCP BDG SOEKARNO HATTA	Jl. Bypass Soekarno Hatta No. 592 Kec. Buah Batu Desa Sekejati Kota Bandung 40286 Propinsi Jawa Barat	0227508956	0227508987	JAWA BARAT
185	KC KUPANG	Jl. Moh Hatta No.30A, Kec Oebobo - Kupang 85112	0380820500	0380820013	NUSA TENGGARA TIMUR
186	KC CIMAHI	Jl. Jendral Amir Machmud No.517 Kota Cimahi 40532 Jawa Barat	0226635006	0226635007	JAWA BARAT
187	KCP BATURAJA	Jl. Ahmad Yani No.55, Baturaja 32111	0735327201	0735327202	SUMATERA SELATAN
188	KCP SINGKAWANG	Jl. Yos Sudarso No.88, Kec Singkawang Barat - Singkawang 79122	0562633828	0562634020	KALIMANTAN BARAT
189	KCP BONTANG	Jl. Jend Ahmad Yani No.33, Kec Bontang Utara - Bontang 75311	054822525	054825077	KALIMANTAN TIMUR
190	KCP SANGATTA	Jl. Yos Sudarso IV No.40B, Sangatta - Kutai Timur 75611	05492027966	054921531	KALIMANTAN TIMUR
191	KCP JKT TANJUNG PRIOK	Jl. Enggano No.68, Kec Tanjung Priok - Jakarta 14310	02143800746	02143800745	DKI JAKARTA
192	KCP KARAWANG	Jl. Ahmad Yani No.87 - Karawang 41373	02678453029	02678453024	JAWA BARAT
193	KCP BOYOLALI	Jl. Raya Pandanaran No.5, Kec Boyolali - Boyolali 57311	0276325100	0276325355	JAWA TENGAH
194	KCP BENGKALIS	Jl. Ahmad Yani, Kel Bengkalis, Kec Bengkalis – Bengkalis 28712 (Riau)	076622286	076622287	RIAU



No	Office Name	Address	Phone Number	Fax	Province
195	KCP PELAIHARI	Jl. Ahmad Yani, Kel Pelaihari, Kec Pelaihari – Kab Tanah Laut 70811 (Kalimantan Selatan)	051223234	051223100	KALIMANTAN SELATAN
196	KCP SUKOHARJO	Jl. Jend Sudirman No.119, Kel Jomber, Kec Bendosari – Sukoharjo 57521 (Jawa Tengah)	0271592551	0271592046	JAWA TENGAH
197	KCP SAMBAS	Jl. Gusti Hamzah, Kel Durian, Kec Sambas – Sambas 79462 (Kalimantan Barat)	0562393231	0562393227	KALIMANTAN BARAT
198	KCP SANGGAU	Jl. Ahmad Yani No.14, Kel Ilir Kota, Kec Sanggau Kapuas – Sanggau 78513 (Kalimantan Barat)	056422313	056421912	KALIMANTAN BARAT
199	KCP LUWUK BANGGAI	Jl. Ahmad Yani No.153 kel.luwuk, kec Luwuk kab Banggai 94711	046123901	046123903	SULAWESI TENGAH
200	KCP CIBINONG	Jl. Mayor Oking, Kel Cirimekar, Kec Cibinong – Bogor 16918 – Jawa Barat	02187914557	02187914569	JAWA BARAT
201	KCP BONE	Jl. Ahmad Yani, No.2 Kel Macege kec palaka Kab Bone Sulawesi Selatan	048123001	048126232	SULAWESI SELATAN
202	KCP DEWI SARTIKA	Jl. Dewi Sartika Raya No.71 Kel Cawang Kec Kramat Jati jakarta 13630	02180877927	02180877317	DKI JAKARTA
203	KCP SUNGAI LIAT	Jl. Jend Sudirman No.106, Kel Sri Menanti, Kec Sungai Liat, Kab Bangka 33214 - Propinsi Bangka Belitung	071795927	071792862	BANGKA BELITUNG
204	KCP PEKANBARU NANGKA	Jl. Tuanku Tambusai No.199, Kel Labuh Baru Timur , Kec Tampan, Kodya Pekanbaru 28291 - Propinsi Riau	076139541	076139549	RIAU
205	KCP PANGKALAN KERINCI	Jl. Maharaja Indra, Kel Pangkalan Kerinci, Kec Pangkalan Kerinci, Kab Pelalawan - Riau	0761494478	0761494447	RIAU
206	KCP TANA PASER	Jl. R Suprpto RT 08 / 04 No.9, Kel Tanah Grogot, Kec Tanah Grogot, Kab Paser - Kaltim	054321090	054321022	KALIMANTAN TIMUR
207	KCP NABIRE	Jl. Yos Sudarso, Kel Oyehe, Kec Nabire - Papua	098424220	098424244	PAPUA
208	KCP PEKANBARU HARAPAN JAYA	Jl. H Imam Munandar, Kel Tangkerang Selatan, Kec Bukit Raya, Kota Pekanbaru - Riau	076144133	076144122	RIAU
209	KCP JKT PASAR KRAMAT JATI	Ruko Pasar Induk Kramat Jati Blok D2 No.11,12&12A, Kel Tengah, Kec Kramat Jati - Jakarta Timur	02187788275	02187788285	DKI JAKARTA
210	KCP SBY TRANSNART RUNGKUT	Transmart Rungkut, Jl.Raya Kali Rungkut No.25 Relokasi dari Pusat Pertokoan Semut Megah Jl. Stasiun Kota 24C / No. 8-9, Kel Bongkaran, Kec Pabean Cantikan, Surabaya - Jawa Timur	03187855261	03187855323	JAWA TIMUR
211	KCP BDG KOPO INDAH	Taman Kopo Indah II Blok IV A7, Desa Rahayu, Kec Margaasih, Kab Bandung - Jawa Barat	0225405399	0225405099	JAWA BARAT
212	KCP BARABAI	Jl. Garuda / Pangeran Moh Noor, Kel Barabai Utara, Kec Barabai, Kab Hulu Sungai Tengah - Prop Kalimantan Selatan	051742399	051742167	KALIMANTAN SELATAN
213	KCP BANJAR	Jl. Letjen Suwanto No.10, Kel Hegarsari, Kec Pataruman, Kota Banjar 46322 - Jawa Barat	0265745535	0265745560	JAWA BARAT
214	KCP RANTAU PRAPAT	Jl. Ahmad Yani No.128, Kartini, Rantau Utara, Labuhan Batu - Sumatera Utara	0624351129	0624351123	SUMATERA UTARA
215	KCP TENGGARONG	Jl. Achmad Muksin No.56, Kel Timbau, Tenggarong - Kalimantan Timur	05416666405	05417244724	KALIMANTAN TIMUR
216	KCP TNG KARAWACI	Ruko Perkantoran Pinangsia Blok H No.062 & 063, Kel Panunggan Barat, Kec Cibodas, Kota Tangerang - Banten	0215519699	0215519747	BANTEN
217	KCP BATULICIN	Jl. Raya Batulicin, Desa Kampung Baru, Kec Batulicin, Kab Kota Baru - Kalimantan Selatan	051874345	051874346	KALIMANTAN SELATAN



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218	KCP TEBING TINGGI	Jl. Jend A Yani, Kel Mandailing, Kec Tebing Tinggi Kota, Kota Tebing Tinggi 20626 - Sumatera Utara	062122666	062124666	SUMATERA UTARA
219	KCP SRAGEN	Jl. Sukowati No.135, Sragen - Jawa Tengah	02718823171	0271232234	JAWA TENGAH
220	KCP JKT DUTA HARAPAN INDAH	Jl. Komp Duta Harapan Indah Blok L11 & L12, Kel Kapuk Muara, Kec Penjaringan, Jakarta Utara - DKI Jakarta	02166602545	02166602414	DKI JAKARTA
221	KCP JKT BANDENGAN	Jl. Bandengan Utara No.87, Kel Penjaringan, Kec Penjaringan, Jakarta Utara - DKI Jakarta	02166605145	02166605323	DKI JAKARTA
222	KCP TANJUNG TABALONG	Jl. Pangeran Antasari, Kel Tanjung, Kec Tanjung, Kab Tabalong - Prop Kalimantan Selatan	05262022202	05262022780	KALIMANTAN SELATAN
223	KCP TROPODO	Jl. Raya Tropodo B-1 & B-5, Tropodo, Kec Waru, Kab Sidoarjo - Jawa Timur	0318662228	0318668524	JAWA TIMUR
224	KCP MUARA TEWEH	Jl. Yetro Sinseng, Kel Lanjas, Kec Teweh Tengah, Kab Barito Utara - Kalimantan Tengah	051924858	051924859	KALIMANTAN TENGAH
225	KCP KUALA KAPUAS	Jl. Jend A Yani No.104, Kel Selat Hilir, Kec Selat, Kab Kapuas - Kalimantan Selatan	051323551	051323580	KALIMANTAN TENGAH
226	KCP KISARAN	Jl. Cokroaminoto No.41, Kel Kisaran Kota, Kec, Kota Kisaran Barat, Kab Asahan, Prop Sumatera Utara	062342399	062342326	SUMATERA UTARA
227	KCP PANGKAL PINANG	Jl. Jend Sudirman No.35, Kec Taman Sari, Kodya Pangkal Pinang, Prop Bangka Belitung	0717424709	0717424539	BANGKA BELITUNG
228	KCP TOMOHON	Jl. Babe Palar Matani III, Kel Matani, Kc Tomohon Tengah, Kab Minahasa, Prop Sulawesi Utara	04313157891	04313157791	SULAWESI UTARA
229	KCP DUMAI	Jl. Jend Sudirman No.75 Kel Teluk Binjai, Kec Dumai Timur Kota Dumai Prop Riau	0765438222	0765438221	RIAU
230	KCP TEMBILAHAN	Jl. M Boya No.18, Kel Tembilahan Kota, Kec Tembilahan, Kab Indragiri Hilir - Riau	076821601	076821602	RIAU
231	KCP TUBAN	Jl. Panglima Sudirman No.185, Sendangharjo, Tuban - Jawa Timur	0356327678	0356326997	JAWA TIMUR
232	KCP PARIGI	Jl. Trans Sulawesi No.163, Kec Parigi, Kab Parigi Moutong, Sulawesi Tengah	045021555	045021035	SULAWESI TENGAH
233	KCP DURI	Jl. Jend Sudirman, Desa Babussalam, Kec Mandau - Kab Bengkalis	0765594633	0765594631	RIAU
234	KCP UJUNG BATU	Jl. Jend Sudirman, Desa Ujung Batu Timur, Kec Ujung Batu, Kab Rokan Hulu - Prop Riau	07627363303	07627363302	RIAU
235	KCP PRABUMULIH	Jl. Jend Sudirman, Kel Muara Dua, Kec Prabumulih Timur, Kota Prabumulih - Prop Sumatera Selatan	0713323600	0713322115	SUMATERA SELATAN
236	KCP SBY KLAMPIS	Jl. Klampis Jaya No. 88-90, Kec Sukolilo, Kota Surabaya - Jawa Timur	0315963175	0315963194	JAWA TIMUR
237	KC PEMATANG SIANTAR	Jl. Sutomo, Siantar Business Center Blok E3 & E4, Kel Pahlawan, Kec Siantar Timur, Kota Pematang Siantar - Sumatera Utara	062222123	062243111	SUMATERA UTARA
238	KCP MEDAN KATAMSO	Komp Grand Katamso Jl. Brigjend Katamso, Kel Kampung Baru, Kec Medan Maimun, Medan - Sumatera Utara	0617853666	0617876601	SUMATERA UTARA
239	KCP KOTABARU	Jl. H Agus Salim No.11, Kel Kotabaru Tengah, Kec Pulau Laut Utara, Kab Kotabaru - Kalimantan Selatan	051823633	051823662	KALIMANTAN SELATAN
240	KC TANGERANG GADING SERPONG	Jl. Bulevar Raya Gading Serpong Kav Blok M5/15 Desa Curug Sangereng, Kec Padegangan Kab Tangerang – Prop Banten	02129000809	02129000769	BANTEN



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241	KCP TANJUNG BALAI	Jl. HOS Cokroaminoto (d/h Sisingamangaraja), Kel Indra Sakti, Kec Tanjung Balai Selatan, Tanjung Balai - Sumatera Utara	0623595655	0623595889	SUMATERA UTARA
242	KCP MANADO CALACA	Ruko Pasar Calaca Unit.3, Kel Calaca, Kec Wenang - Kota Manado - Sulawesi Utara	0431843320	0431843512	SULAWESI UTARA
243	KCP MAKASAR DAYA	Komp Bukit Khatulistiwa Blok A No.15-16, Jl Perintis Kemerdekaan Km14, Kel Paccarakang, Kec Biringkanaya, Kota Makassar - Sulawesi Selatan	04114772158	04114772244	SULAWESI SELATAN
244	KCP TANJUNG REDEB	Jl. SM Aminuddin, Kel Bugis, Kec Tanjung Redeb, Kab Berau - Kalimantan Timur	055423077	055423079	KALIMANTAN TIMUR
245	KCP BELOPA	Jl. Topoka No.89 (Poros Palopo), Kel Tanamanai, Kec Belopa, Kab Luwu - Prop Sulawesi Selatan	04713316111	04713316090	SULAWESI SELATAN
246	KCP TANJUNG PERAK	Jl. Perak Timur No.196, Kec Pabean Cantikan, Surabaya - Jawa Timur	0313283051	0313284896	JAWA TIMUR
247	KCP BDG RAJAWALI	Jl. Rajawali Barat No.63, Kec Andir, Kota Bandung - Jawa Barat	0226012858	0226012771	JAWA BARAT
248	KCP CIKAMPEK	Jl. Ahmad Yani No.9 Kel Cikampek Selatan Kec Cikampek Kab Karawang Prop Jawa Barat	02648387344	02648387171	JAWA BARAT
249	KCP PINRANG	Jl. Jend Sudirman , Kec Watang Sawito, Kab Pinrang - Sulawesi Selatan	0421922266	0421923778	SULAWESI SELATAN
250	KC SIBOLGA	Jl. Brigjend Katamso No.01, Kel Pasar Baru, Kec Sibolga Kota, Kota Sibolga, Prop Sumatera Utara	063126601	063126606	SUMATERA UTARA
251	KCP FAK-FAK	Jl. Brigjend Katamso No.01, Kel Pasar Baru, Kec Sibolga Kota, Kota Sibolga, Prop Sumatera Utara	095624430	095624515	PAPUA BARAT
252	KCP MAKASSAR TANJUNG BUNGA	Menara Bank Mega Makassar Lt. G & 1, Jl. Metro Tanjung Bunga, Kel Maccini Sombala, Kec Tamalate, Kota Makassar, Prop Sulawesi Selatan	04118118900	04118118522	SULAWESI SELATAN
253	KCP PANGKALAN BUN	Jl. Sukma Aria Ningrat, Kel Baru, Kec Arut Selatan, Kab Kotawaringin Barat - Prop Kalimantan Tengah	053225103	053225105	KALIMANTAN TENGAH
254	KCP AMUNTAI	Jl. Norman Umar, Kel Kebun Sari, Kec Amuntai Tengah, Kab Hulu Sungai Utara	052763522	052761969	KALIMANTAN SELATAN
255	KCP MAKASSAR TRANS STUDIO	Trans Studio Mall Extension LGM - 16 Jl. Metro Tj. Bunga	04113604061	-	SULAWESI SELATAN
256	KCP CILEGON TRANSMART	Transmart Cilegon Lt. GF, Jl. KH. Yasin Beji Kel. Kebondalem, Kec. Purwakarta, Kota Cilegon relokasi dari Wisma GKBI Suite G05, Jl. Jend Sudirman No.28 Kota Jakarta Pusat Prop DKI Jakarta	02547817747	02547818035	BANTEN
257	KCP BANDAR JAYA LAMPUNG	Jl. Proklamator, Kel. Bandar Jaya Timur, Kec. Terbanggi Besar, Kab. Lampung Tengah, Prop. Lampung	0725528288	0725528252	LAMPUNG
258	KCP JKT SEASONS CITY	Jl. Latumenten No.33 Komp Ruko Seasons City Blok E28 dan E29, Kel Jemb Besi, Kec Tambora, Kota Jakarta Barat, Prop DKI Jakarta	02129071491	02129071492	DKI JAKARTA
259	KCP SENGKANG	Jl. Jend Sudirman, Kel Lapongkoda, Kec Tempe, Kab Wajo - Prop Sulawesi Selatan	048521700	048522031	SULAWESI SELATAN
260	KCP MALANG DINOYO	Jl. MT Haryono No.140, Kel Dinoyo, Kota Malang - Prop Jawa Timur	0341553845	0341553841	JAWA TIMUR
261	KCP BREBES	Jl. Raya A Yani No.71, Kel Brebes, Kec Brebes, Kab Brebes - Jawa Tengah	02386177500	02386177600	JAWA TENGAH
262	KCP MDN THAMRIN	Jl. MH Thamrin Kel Sei Rengas II, Kec Medan Area, Kota Medan, Prop Sumatera Utara	0617334130	0617320430	SUMATERA UTARA



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263	KCP SBY PASAR TURI	Ruko Pasar Turi, Jl. Semarang 94-124/B8, Kel Bubutan, Kec Bubutan, Surabaya - Jawa Timur	0315354817	0315354807	JAWA TIMUR
264	KCP MOJOKERTO	Jl. Mojopahit No.380, Kel Miji, Kec Prajurit Kulon, Mojokerto - Jawa Timur	0321383428	0321383440	JAWA TIMUR
265	KCP CIREBON SURYA NEGARA	Jl. Surya Negara Blok D. 10-11, Cirebon 45118 - Jawa Barat	0231226949	0231223567	JAWA BARAT
266	KCP TANGERANG CITRA RAYA	Jl. Citra Raya Boulevard Blok H-1 No.15, Citra Raya, Cikupa, Tangerang - Banten	02159401141	02159400516	BANTEN
267	KCP HAYAM WURUK	Jl. Hayam Wuruk No.97A, Kel Maphar, Kec Taman Sari, Kota Jakarta Barat - Prop DKI Jakarta	0216284610	0216284609	DKI JAKARTA
268	KCP BALIKPAPAN SOEPRAPTO	Jl. Letjend Soeprapto, Komp Pertokoan Plaza Kebun Sayur Blok T-20, Kel Baru Ilir, kec Balikpapan Barat, Kota Balikpapan - Prop Kalimantan Timur	0542747266	0542747286	KALIMANTAN TIMUR
269	KCP BUKITTINGGI	Jl. Ahmad Yani No.113, Kel Benteng Pasar Atas, Kec Guguk Panjang, Kota Bukittinggi - Prop Sumatera Barat	075231200	075235317	SUMATERA BARAT
270	KCP SBY DHARMAHUSADA	Jl. Dharmahusada No.113-113A, Kel Mojo, Kec Gubeng, Kota Surabaya - Prop Jawa Timur	0315990114	0315990220	JAWA TIMUR
271	KCP TOBELO	Jl. Kemakmuran, Desa Gosoma, Kec Tobelo, Kab Halmahera Utara - P rop Maluku Utara	09242621222	09242622218	MALUKU UTARA
272	KCP SALATIGA	Jl. Pemuda No.1, Kel Sidorejo, Kec Salatiga, Kodya Salatiga - Prop Jawa Tengah	0298329333	0298329415	JAWA TENGAH
273	KCP MDN KRAKATAU	Jl. Gunung Krakatau, Kel Pulo Brayan Darat 1, Kec Medan Timur, Medan - Sumatera Utara	0616615935	0616615934	SUMATERA UTARA
274	KCP MAKASSAR PETTARANI	Jl. AP Pettarani, Kel Tamammaung, Kec Panakukkang, Kota Makassar - Prop Sulawesi Selatan	0411435552	0411435590	SULAWESI SELATAN
275	KCP PONOROGO	Jl. Jend Sudirman, Kel Kepatihan, Kec Ponorogo, Kab Ponorogo	0352485881	0352488185	JAWA TIMUR
276	KCP PEMALANG	Jl. Jend Sudirman , Kel Kebondalem, Kec Pemalang, Kab Pemalang, Prop Jawa Tengah	0284323737	0284323322	JAWA TENGAH
277	KCP TANGERANG ALAM SUTERA	Jl. SN-I No.57, Desa Pakulonon, Kec Serpong, Kab Tangerang - Prop Banten	02153122880	02153122879	BANTEN
278	KCP JKT RADIO DALAM	Jl. Raya Radio Dalam No.99 Kav F, RT/ RW 003/001, Kel Gandaria Utara, Kec Kebayoran Baru, Kota Jakarta Selatan - Prop DKI Jakarta	0217261868	0217260820	DKI JAKARTA
279	KCP MAROS	Jl. Jend Sudirman (Poros Makassar - Maros) Buttatoa Utara, kel Pettuadade, Kec Turikale, kab Maros, Prop Sulawesi Selatan	0411374610	0411374618	SULAWESI SELATAN
280	KCP BDG AHMAD YANI	Jl. Jend A Yani No.650, Kel Cicaheum, Kec Kiaracondong, Kota Bandung - Prop Jawa Barat	0227106630	0227106651	JAWA BARAT
281	KCP MALANG BOROBUDUR	Jl. Borobudur No.11, Kel Mojolangu, Kec Blimbing, Kota Malang, Prop Jawa Timur	0341487661	0341487669	JAWA TIMUR
282	KCP JKT PASAR KOJA	Pasar Koja, Jl. Kramat Jaya No.22 Blok B Kav 1&2, Kel Tugu Utara, Kec Koja, Kota Jakarta Utara, Prop DKI Jakarta	02143920018	02143920034	DKI JAKARTA
283	KC AMBON	Jl. Sultan Hairun, Sirimau, Uriteu, Kota Ambon - Prop Maluku	0911349038	0911349064	MALUKU
284	KCP MAKASSAR VETERAN SELATAN	Jl. Veteran Selatan, Kel Bontolebang, Kec Makassar, Kota Makassar - Prop Sulawesi Selatan	0411871886	0411871893	SULAWESI SELATAN
285	KCP MDN SETIABUDI	Jl. Setiabudi, Kel Tanjung Sari, Kec Medan Selayang, Kota Medan - Prop Sumatera Utara	0618214202	0618214203	SUMATERA UTARA



No	Office Name	Address	Phone Number	Fax	Province
286	KCP JKT RAWASARI	Jl. Rawasari Selatan No.1C & 1D, Kel Rawasari, Kec Cempaka Putih, Kota Jakarta Pusat, Prop DKI Jakarta	0214241934	0214241966	DKI JAKARTA
287	KCP JKT PALMERAH	Jl. Palmerah Barat No.32 D & 32 E, Desa Grogol Utara, Kec Kebayoran Lama, Kota Jakarta Selatan - Prop DKI Jakarta	02153673340	02153673339	DKI JAKARTA
288	KCP BOGOR PASAR ANYAR	Jl.Dewi Sartika Blok B1-B2 Pabaton	02518328880	02518328870	JAWA BARAT
289	KCP BKS TAMAN HARAPAN INDAH	Sentra Niaga Bulevar Hijau Blok SN I No.27, Kel Perjuangan, Kec Bekasi Barat, Kab Bekasi, Prop Jawa Barat	02188866044	02188866045	JAWA BARAT
290	KCP JKT TELUK GONG	"Jl. Kampung Gusti Blok N Kav.54-55, Kel Pejagalan, Kec Penjaringan, Kota Jakarta Utara, Prop DKI Jakarta"	0216602498	0216602494	DKI JAKARTA
291	KCP BKS GRAND MALL	Grand Mall Bekasi Ruko B No.68, Jl. Jend Sudirman, Kel Harapan Mulya, Kec Medan Satria, Kota Bekasi, Prop Jawa Barat	02188964406	02188964408	JAWA BARAT
292	KCP BOGOR WARUNG JAMBU	Jl. Pajajaran Ruko No. 10 & 11 Warung Jambu, Kel Bantarjati, Kec Bogor Utara, Kota Bogor, Prop Jawa Barat	02518390020	02518390520	JAWA BARAT
293	KCP PURBALINGGA	Jl. Jend Sudirman No.88, Desa Purbalingga Kidul, Kec Purbalingga, Kab Purbalingga - Prop Jawa Tengah	0281894488	0281894899	JAWA TENGAH
294	KCP MANOKWARI	Jl. Yos Sudarso, Kel Manokwari Barat, Kec Manokwari Barat, Kab Manokwari, Prop Papua Barat	0986214250	0986214248	PAPUA BARAT
295	KCP SEMARANG GANG TENGAH	Jl.gang Tengah No.102	0243568866	0243568867	JAWA TENGAH
296	KCP PONTIANAK SIANTAN	Jl. Khatulistiwa No.168 E-F relokasi dari KCP JAMBI GATOT SUBROTO Jl. Gatot Soebroto No 102-104	0561887155	0561886321	KALIMANTAN BARAT
297	KCP LUBUK LINGGAU	Jl.Yos Sudarso Kelurahan Taba Koji Kec.Lubuk Linggau Timur I Lubuk Linggau Timur	0733320656	0733320478	SUMATERA SELATAN
298	KCP BANGKALAN	Jl. KH Lemah Duwur 53 Kel.Pejagan Kec. Bangkalan	0313090558	0313061588	JAWA TIMUR
299	KCP JAKARTA PURI KENCANA	Jl. Puri Kencana Blok K-7/2 M	02158302669	02158302695	DKI JAKARTA
300	KCP JAKARTA KELAPA GADING BUKIT INDAH	Jl. Bukit Gading Raya Blok A Kav. No.25	02145876711	02145876712	DKI JAKARTA
301	KCP JAKARTA SUNTER GARDEN	Komp.Perum.Sunter Garden Blok BVII kav.No.11A	02129385070	02129385071	DKI JAKARTA
302	KCP YOGYAKARTA GEJAYAN	Jl. Gejayan CT.X/22	0274581919	0274561967	YOGYAKARTA
303	KCP LAMPUNG PRINGSEWU	Jl. Jend A.Yani No.99	072924185	072924186	LAMPUNG
304	KCP TANGERANG MERDEKA	Jl. Merdeka No.8	02155734999	02155734949	BANTEN
305	KCP TANGERANG CITY	Jl. Jend. Sudirman Ruko Tangcity Business Park Blok F Kav 25	02129239230	02129239229	BANTEN
306	KCP JAKARTA RUKAN TOP KALIMALANG	Jl. Kalimalang E-6/1-2	02129361841	02129361833	DKI JAKARTA
307	KCP JAKARTA CIPULIR	Jl. Ciledug Raya No.123 D	0217226221	0217226231	DKI JAKARTA
308	KCP SURABAYA KENJERAN	Jl. Kenjeran 83i	0313719665	0313719658	JAWA TIMUR
309	KCP BALIKPAPAN MT. HARYONO	Jl. MT. Haryono Komp. Balikpapan Baru Blok B1 No.1	0542877735	0542876150	KALIMANTAN TIMUR
310	KCP JAKARTA BUNGUR	Jl. Bungur Besar No.32C	02142878750	02142878760	DKI JAKARTA
311	KCP TANGERANG MUTIARA KARAWACI	Ruko Mutiara Karawaci Blok C No.21	02155653342	02155653343	BANTEN
312	KCP SAMARINDA AHMAD YANI	Jl. Ahmad Yani No.23	05417776000	05417776001	KALIMANTAN TIMUR
313	KCP SOLO PALUR	Jl. Raya Palur No.329	0271821544	0271821543	JAWA TENGAH
314	KCP GOWA	Jl. Usman Salengke No. 3	04118220388	04118220387	SULAWESI SELATAN
315	KCP PAMANUKAN	Jl. Ion Martasasmita No.14B	0260553900	0260553922	JAWA BARAT



No	Office Name	Address	Phone Number	Fax	Province
316	KCP SUKABUMI TIPAR GEDE	Jl. Tipar Gede No.19	02666252400	02666252449	JAWA BARAT
317	KCP DENPASAR THAMRIN	Jl. Thamrin No.45	0361426325	0361423025	BALI
318	KCP METRO LAMPUNG	Jl. Jend. Sudirman No.88	072544202	072543154	LAMPUNG
319	KCP PASURUAN	Jl. Soekarno Hatta No. 123	0343415559	0343417449	JAWA TIMUR
320	KCP BANDUNG CIHAMPÉLAS	Jl. Cihampelas No.119B	0222060999	0222060998	JAWA BARAT
321	KCP BANDUNG CARINGIN	Pasar Caringin Kav.All No.12 Jl. Soekarno Hatta	0225413644	0225413775	JAWA BARAT
322	KCP JAKARTA KUNINGAN CARD CENTER	Jl. Kompleks Rumah Sakit Mata Aini Kav.No.5 & 6	02129410724	02129410722	DKI JAKARTA
323	KCP BANDUNG UJUNG BERUNG	Jl. AH. Nasution No.202	02288884212	02288884211	JAWA BARAT
324	KCP JAKARTA PANGLIMA POLIM	Ruko Grand Panglima Polim Kav.36 Jl. Panglima Polim Raya	02129501062	02129501051	DKI JAKARTA
325	KCP SUBANG	Jl. Oto Iskandardinata No.42	0260417557	0260471507	JAWA BARAT
326	KCP JAKARTA ASEMKA	Jl. Pintu Kecil No.58A & 58B	0216900922	0216900923	DKI JAKARTA
327	KCP KUTA KALIANGET	Jl. Kuta Kalianget No.7 Relokasi dari KCP JAKARTA GUNUNG SAHARI Ged. Konica Jl. Gunung Sahari No.78	03614727403	03614727409	BALI
328	KC JAYAPURA	Jl. Ruko Pasifik Permai Blok B No.10 Dok II Bawah	0967522000	0967522004	PAPUA
329	KCP BANJARMASIN LAMBUNG MANGKURAT	Jl. Lambung Mangkurat No.45, 46 & 48	05113366460	05113366462	KALIMANTAN SELATAN
330	KCP JAKARTA TRANSMART CEMPAKA PUTIH	Transmart Cempaka Putih Unit GF 13A- B Jl. Jend. Ahmad Yani No.83 relokasi dari KK JAKARTA 2 MBM Lt. 5, Jl.Kapt. Tendean Kav.12-14A	02142871426	02142871430	DKI JAKARTA
331	KCP JAKARTA TRANSMART CILANDAK	Transmart Cilandak, Unit G-06 Jl. Raya Cilandak KKO	02178840116	02178836452	DKI JAKARTA
332	KCP BALIKPAPAN TRANSMART DAUN VILLAGE	Transmart Daun Village Unit GF-05 Komplek Daun Village Jl. MT. Haryono	05428513177	05428512509	KALIMANTAN TIMUR
333	KCP YOGYAKARTA TRANSMART MAGUWO	Transmart Maguwo Yogyakarta Jl. Raya Solo KM 8 No. 234	02742800006	02742800986	YOGYAKARTA
334	KCP TEGAL TRANSMART	Transmart Tegal Jl. Kolonel Soegiono	0283 - 4533707	0283 - 4533708	JAWA TENGAH
335	KCP BANDUNG TRANSMART BUAH BATU	Transmart Buah Batu Bandung Jl. Bojongsoang No.321	02286012942	02286012943	JAWA BARAT
336	KCP PEKANBARU TRANSMART SOEKARNO HATTA	Transmart Pekanbaru Jl. Soekarno Hatta	07618522789	07618406330	RIAU
337	KCP PADANG TRANSMART	Transmart Padang Jl. Khatib Sulaiman No.72	07518971152	07518971162	SUMATERA BARAT
338	KCP SEMARANG TRANSMART SETIABUDI	Transmart Setiabudi Semarang Jl. Setiabudi No.117	02476404011	02476404012	JAWA TENGAH
339	KCP DEPOK TRANSMART DEWI SARTIKA	Transmart Dewi Sartika Depok Jl. Dewi Sartika	021 75231958	021 75231957	JAWA BARAT
340	KCP MATARAM TRANSMART	Transmart Mataram Jl. Selaparang Lingkungan Sweta Timur	03707561888	03707561616	NUSA TENGGARA BARAT
341	KCP PALEMBANG TRANSMART	Transmart Palembang Jl. Radial	07115734599	07115734590	SUMATERA SELATAN
342	KCP MANADO TRANSMART KAWANUA	Transmart Manado Kawanua Jl. AA. Maramis	0431 7286566	0431 7286366	SULAWESI UTARA
343	KCP SOLO TRANSMART PABELAN	Transmart Solo Pabelan Jl. A. Yani No.234 Dukuh Banaran	0271 7464101	0271 7464060	JAWA TENGAH
344	KCP CIREBON TRANSMART	Transmart Cirebon Jl. Cipto Mangun Kusumo No.234	0231 8805005	0231 8806090	JAWA BARAT
345	KCP GRAHA BINTARO TRANSMART	Transmart Bintaro Graha Raya Jl. Perumahan Graha Raya Bintaro Blok CP 03A	02122927801	02122929405	BANTEN
346	KCP LAMPUNG TRANSMART	Transmart Lampung Jl. Sultan Agung	07215612500	07215611333	LAMPUNG
347	KCP SIDOARJO TRANSMART	Transmart Sidoarjo Jl. Mayjen Sungkono	03199709988	03199709989	JAWA TIMUR



No	Office Name	Address	Phone Number	Fax	Province
348	KCP PONTIANAK TRANSMART	Transmart Pontianak Jl. Ahmad Yani	05616712800	05616712399	KALIMANTAN BARAT
349	KCP KUPANG TRANSMART	Transmart Kupang Jl. W.J. Lamentik	03808443800	03808443801	NUSA TENGGARA TIMUR
350	KF COLLECTION & RECOVERY MEDAN	Jl. Komodor Laut Yos Sudarso No.111 B dan No.111 C	08119635078	-	SUMATERA UTARA
351	KF COLLECTION & RECOVERY SURABAYA	Komplek pertokoan Semut Mega Plasa Jalan Stasiun Kota 24-C / 8-9	0315688566	-	JAWA TIMUR
352	KCP BOGOR TRANSMART YASMIN	Transmart Bogor Yasmin Jl. KH. Abdullah bin Nuh Tanah Sareal	02517595125	02517595105	JAWA BARAT
353	KCP SURABAYA TRANSMART NGAGEL	Transmart Ngegel, Jl. Ngagel 137 - 141, Ngagel, Wonokromo	0315040898	0315041942	JAWA TIMUR
354	KCP JEMBER TRANSMART	Transmart Jember, Jl. Hayam Wuruk No. 71, Kel. Sempursari Kec. Kaliwates, Kab. Jember	0331 - 5105066	0331 - 5105070	JAWA TIMUR
355	KCP MALANG TRANSMART MX MALL	Transmart MX Mall Malang, Jl. Veteran, Kel. Penanggungan, Kec. Klojen, Kota Malang, Provinsi Jawa Timur	03415026123	03415026127	JAWA TIMUR
356	KCP BEKASI TRANSMART JUANDA	Transmart Juanda Bekasi, Jl. Ir. H. Juanda No.180, Kel. Margahayu. Kec. Bekasi Timur	02182696000	02182699061	JAWA BARAT
357	KCP CIBUBUR TRANS STUDIO MALL	Trans Studio Mall Cibubur Lt.GF, Unit No. 05, Jl. Alternatif Cibubur, Kel. Harjamukti, Kec. Cimanggis, Kota Depok, Propinsi Jawa Barat	02139715507	02139715508	JAWA BARAT
358	KCP DENPASAR TRANS STUDIO MALL	Trans Studio Mall Bali Denpasar Lt. GF, Unit No. G 21 A, Jl. Imam Bonjol No. 440, Kel. Pemecutan Kelod, Kec. Denpasar Barat, Bali	0361-6207072	0361-6207076	BALI
359	KCP TASIKMALAYA TRANSMART	Tasikmalaya Transmart Lt. GF Unit No. GF 02, Jl. Ir. H. Juanda Rt 03 / RW 04, Kel. Sukamulya, Kec. Bungursari, Kota Tasikmalaya	02655307088	02655307089	JAWA BARAT
360	KCP PEKALONGAN TRANSMART	Transmart Pekalongan, Jl. Urip Sumoharjo No. 20, Podosugih, Pekalongan Barat, Kota Pekalongan	0285433933	0285433939	JAWA TENGAH
361	KCP SEMARANG TRANSMART MAJAPAHIT	Transmart Majapahit Lt. GF, Jl. Brigjen. Sudiarto No. 761 (d/h. Jl. Majapahit), Kel. Plamongan Sari, Kec. Pedurungan	02486005277	024860052778	JAWA TENGAH
362	KCP PANGKAL PINANG TRANSMART	Transmart Pangkal Pinang Lt. GF, Jl. Jendral Sudirman No.8, Taman Bunga, Kec. Taman Sari, Kota Pangkal Pinang, Kepulauan Bangka Belitung	07179114411	07179113323	BANGKA BELITUNG
363	KCP BINTARO TRANS PARK	Trans Park Bintaro Lantai GF, Jl. Prof. DR. Satrio No.5, Pondok Jaya, Kec. Pondok Aren, Kota Tangerang Selatan, Banten 15220	02139700488	02139700490	BANTEN
364	KCP TANGERANG CIMONE	Plaza Merdeka Mas C1-2, Cimone, Tangerang	02155768875	-	BANTEN
365	KCP JKT TANAH ABANG BLOK B	Pasar Tanah Abang Blok B Lt. 5 Unit kantor No. 1, Jakarta Pusat	021-23574337	-	DKI JAKARTA
366	KCP JAKARTA MOCH. MANSYUR	Jl. Moch. Mansyur No. 120 D, Jembatan Lima, Jakarta Barat	021-6323339	-	DKI JAKARTA
367	KCP JKT KELAPA GADING INKOPAL	Ruko Inkopal Blok C No. 30 Kelapa Gading Jakarta Utara	021-4528746	-	DKI JAKARTA
368	KCP JAKARTA PLUIT KARANG	Jl. Pluit Karang Raya No. 26, Blok CC 5 Selatan Kav. 44, Jakarta Utara	021-6604108	-	DKI JAKARTA
369	KC SURABAYA TRANS ICON	Menara Bank Mega Surabaya. Lt. Dasar Trans Icon Jl. Frontage Ahmad Yani No. 260, Gayungan, Surabaya	0313300958	-	JAWA TIMUR
370	KF COLLECTION & RECOVERY JAKARTA	Grand Panglima Polim, Kav. 19, Jl. Panglima Polim, RT02/RW01, Pulo, Kec. Kby Baru, Jakarta Selatan	-	-	DKI JAKARTA

04

Management Analysis and Discussion





Economic Review



World Economic Review

The global economy is changing rapidly with high uncertainty. Optimism for a post-pandemic global economic recovery slowly fades in early 2023. This is affected by the growing geopolitical and economic fragmentation due to the war between Ukraine and Russia, which resulted in limited supplies and rising global energy and food prices. This condition is aggravated by rising geopolitical tensions in the Middle East region and the world because of Israeli-Palestinian tensions.

These developments in the world have had an impact on the slowdown of the global economic recovery. At the same time, the global economy has been facing continued inflationary pressures, in particular due to the increase in energy prices and food prices in the world. Tight monetary policies to curb inflation by raising key interest rates in developed countries, especially in the United States (US) as the world's largest economic power, are also contributing to the global economic slowdown.

The Federal Reserve Bank of the United States has raised the Federal Funds Rate (FFR) to 5.50% by the end of 2023 from the position at the end of 2022 of 4.50%. It is expected that this increase in interest rates will remain at a high level for a longer period of time (higher for longer). Consequently, the US dollar strengthened significantly in line with the reversal of emerging market (EM) capital flows to developed and more liquid assets.

The negative global sentiment mentioned above will also have an impact on the slowdown in economic growth in 2023. The International Monetary Fund (IMF) estimates that the global economy will grow at a slower pace of 3.0%. In line with the IMF, the OECD also expects the global economy to grow at a slower rate of 2.7% in 2023. Meanwhile, the World Bank estimates global economic growth at 2.6%.

Indonesian Economic Review

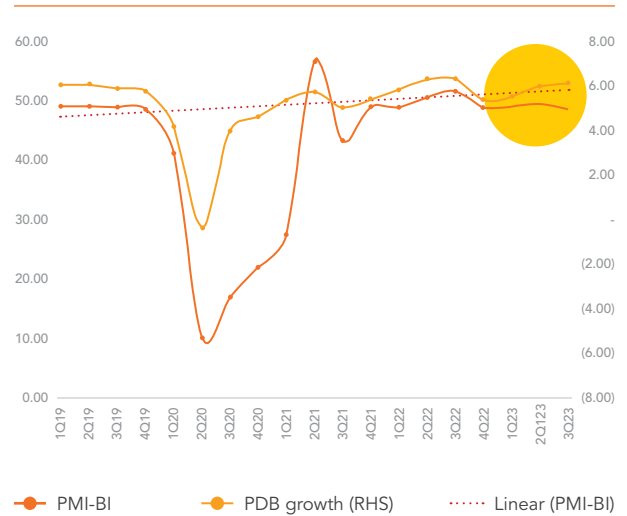
In line with the developments in the global economy, Indonesia's economy has also been facing the challenge of the rise in inflation. High inflationary pressures in early 2023 resulted in a 25bps increase in the BI 7-day reverse repo rate (BI7DRR) to 5.75% in January 2023. A further 25bps increase in the BI7DRR occurred in October 2023, bringing the BI7DRR to 6.00% until the end of the year.

This increase in the BI7DRR is aimed at strengthening the policy of stabilizing the rupiah exchange rate from the impact of increasing global uncertainty and as a pre-emptive and forward-looking step to mitigate its impact on imported inflation. Thus, inflation will remain under control and reach 2.61% yoy in December 2023 or still within the target of $3.0 \pm 1\%$ in 2023. Meanwhile, in line with the reversal of capital flows from emerging market economies (EMEs) to developed countries, the rupiah weakened 1.84% against the US dollar to 15,885 by October 2023. However, at the end of 2023, the Rupiah has strengthened against the US Dollar by 1.12% yoy to 15,399/USD based on the Bank Indonesia's data. According to BI, The strengthening of the rupiah was supported by the consistency of Bank Indonesia's monetary policy and the easing of global financial market uncertainty as indicated by the inflow of foreign portfolio flows, attractive returns on domestic financial assets and the continued positive economic outlook.

This performance was supported by the Indonesian economy, which grew by 5.05% yoy in 2023, compared to 5.31% yoy in the previous year. On the expenditure side, household consumption expenditure is still the main catalyst for the growth of Indonesia's gross domestic product (GDP). Household consumption expenditure grew by 4.82% yoy in this period. The contribution of household consumption, which reached 52.73%, reflects that people's purchasing power is still relatively well maintained, supported by the government's good inflation management.

Meanwhile, in terms of industrial origin, Indonesia's GDP growth was supported by several business sectors that managed to achieve double-digit growth despite slow growth. These include transportation and storage (13.96.30% yoy) as well as accommodation and food service activities (10.01% yoy). Other sectors that are supporting Indonesia's economic growth are the manufacturing sector (4.64% yoy) and the information and communication sector (7.59% yoy). Meanwhile, the electricity and gas procurement sector has slowed from 6.61% yoy in the previous year to 4.91% yoy in the third quarter of 2023.

Prompt Manufacturing Index-Bank Indonesia dan Pertumbuhan Ekonomi



Source: BI, processed

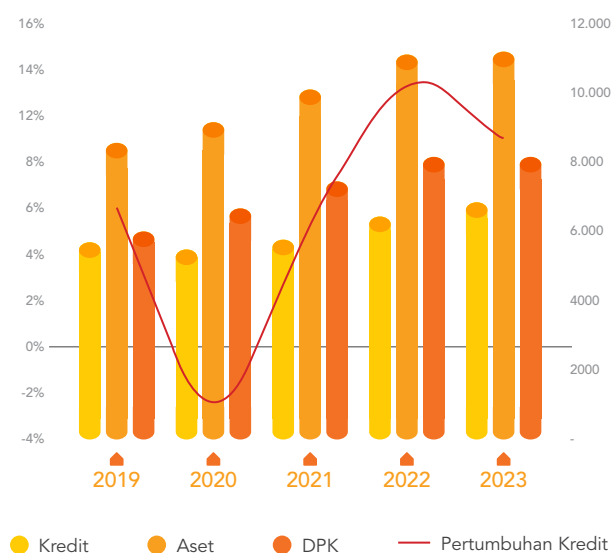
In general, the performance of the business sector, which is still well maintained, is in line with the Prompt Manufacturing Index - Bank Indonesia (PMI-BI), which shows an increase throughout the year 2023. The PMI-BI in the fourth quarter of 2023 indicates that the performance of manufacturing industry is in expanding phase (index > 50). The PMI-BI in the fourth quarter of 2023 is 51.20%, which is higher than the 50.06% recorded in the fourth quarter of previous year.



Banking Industry Overview

In line with Indonesia's economic growth, which grew by 5.05% yoy in 2023, compared to 5.31% yoy in the previous year, the banking industry also recorded lower loan growth to third parties, amounting to 9.74% yoy as of November 2023. The growth of loans provided by this commercial bank is lower in comparison to the same period in 2022, amounting to 11.26% yoy.

Perkembangan kredit, aset dan DPK Bank Umum



Source: OJK, diolah

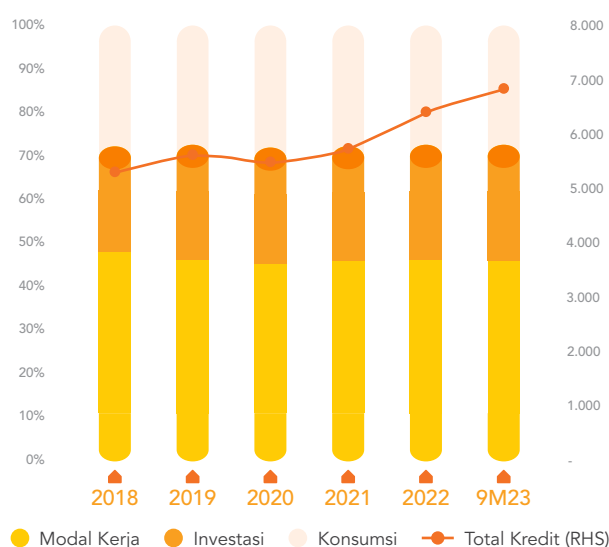
The credit growth in 2023 was supported by a favorable capital adequacy position with a Capital Adequacy Ratio (CAR) of 27.97% as of November. This is higher than last year's CAR ratio of 25.50%. The higher CAR ratio was supported by an increase in Tier 1 capital, which up by 9.11% yoy to reach Rp1,659.70 trillion as of November 2023. The stronger Tier 1 capital had a positive impact on the ratio of Tier 1 capital to RWA, which surged to 26.30% from 23.90% in the previous year.

In addition, credit growth was also supported by adequate bank liquidity: the Loan to Deposit Ratio (LDR) was 84.87% as of November 2023, up from 79.73%. The availability of adequate liquidity is backed by the BI's policy through the issuance of Bank Indonesia Rupiah Securities (SRBI). According to BI, the issuance of SRBI also raises the flexibility of banks in the management of liquidity so that it helps to maintain the lending capacity of banks.

Another support from the BI is the implementation of the KLM Liquidity Incentive Policy to encourage the allocation of bank credit and financing to priority sectors in support of sustainable economic growth. This macroprudential liquidity incentive policy is aimed at banks that channel financing to sectors that have a high leverage effect on economic recovery, namely the mineral and non-mineral downstream sectors, housing, tourism, social inclusion, and the green financial economy. Moreover, BI implements foreign currency liquidity innovation through the development of foreign currency placement instruments in the Indonesian financial system in order to raise the availability of sustainable foreign currency liquidity for national economic development and maintain macroeconomic and financial system stability.

As a result of a lower growth of loans to third parties of 9.74% yoy as of November 2023, the total assets of the banking sector were able to grow by 5.09% yoy. This performance was lower than the 9.70% yoy in the same period of the previous year with a higher loan growth of 11.26% yoy. This asset growth was offset by better productive asset quality with the gross NPLs ratio improving to 2.36 % as of November 2023 from 2.65 % a year ago.

Kredit Modal Kerja, Investasi, dan Konsumsi



Source: OJK, processed



Cumulative, credit provided to third parties used for productive purposes contributed 72.54% with a growth of 9.93% yoy to Rp4,959.77 trillion as of November 2023. Of the total credit provided, the working capital credit has a larger share of 45.49%, while the investment loan contributed with 27.05%. Meanwhile, consumer loan with a contribution of 27.46% was able to grow by 9.26% yoy to reach Rp1,912.57 trillion amid inflationary challenges in 2023.

The growth in credit in 2023 was followed by an higher commercial bank profitability. The net interest income increased by 9.54% yoy to Rp499.81 trillion as of November 2023. This increase was supported by 6.28% yoy average total productive assets growth to Rp10,131.86 trillion. Thus, the national banking industry managed to record a NIM ratio of 4.93% as of November 2023, up from 4.79% a year earlier.

The achievement of this NIM ratio has been further strengthened by the operational efficiency that has been successfully achieved by the national banking industry. The ratio of operating expenses to operating income improved to 76.79% as of November 2023. This compares to 77.54% in the previous year. Digital banking services also contributed to the efficiency of the bank's operating costs. The number of branches decreased to 3,426 units as of September from 3,450 units a year earlier.

Ultimately, the bottom line of the banking industry is positively impacted by the performance improvements described above. Pre-tax profit for the year grew by 18.47% yoy to Rp290.48 trillion as of November 2023. In line with this performance, the ROA of the national banking industry rose to 2.76% as of November 2023, higher than the 2.49% of the previous year.

The Bank's Position in the Industry

Based on POJK No. 12/POJK.03/2021 dated July 30, 2021 regarding commercial banks, OJK determines the classification of banks into banking groups according to core capital (KBMI). Bank Mega with a core capital of IDR 17.26 trillion is classified in KBMI 3 category as it meets the requirements of having a core capital of more than IDR 14.00 trillion to IDR 70.00 trillion.

The Bank's position in the national banking industry in terms of loan disbursement, total assets and third party funds (DPK) is as follows:

Uraian		9M23	2022	2021
Asset	Industry	11.427,96	11.113,32	10.112,30
	MEGA	132,05	141,75	132,88
	MEGA's market share	1,04%	1,28%	1,31%
Credit	Industry	6.837,30	6.423,56	768,59
	MEGA	65,69	70,31	61
	MEGA's market share	0,96%	1,09%	1,05%
DPK	Industry	8.216,21	8.153,59	7.479,46
	MEGA	89,44	102,95	98,91
	MEGA's market share	0,98%	1,26%	1,32%

Note: Industry data is as of November 2023, while Bank Mega data is as of December 2023.



Business Segment and Geographic Review

Operational Review by Business Segment

Electronic Channel

Bank Mega has carried out a number of innovations in order to improve the banking transactions through the electronic channels. This innovation takes the form of the following new features:

- Cross-border QRIS transactions in Malaysia and Singapore
- Loan On Card application service (cash disbursement with available credit card limit)
- M-Smile facial recognition registration

- Digital credit card display
- Addition of Biller Data Packages, Multi Finance Payments, Insurance and Tickets.

In addition, the bank has also made innovations in the form of the addition of billers for multi-finance payments, insurance and tickets.

The following table explains the achievements of the electronic channel in 2023:

	Mobile Banking	Internet Banking
Number of Users	784.118	23.101
Number of Frequencies (million)	55,2	2,5
Total Transaction Value (Rp Trillion)	36,3	47,9

	Uang Elektronik	Debit card	ATM
Number of Users/cards	4,8 juta	228.918	238 ribu
Number of Frequencies	4.351	928.797	7,2 juta
Total Transaction Value	Rp683 juta	Rp411,03 milyar	Rp2,4 triliun

Asset Management

Bank Mega offers government bonds through primary and secondary market mechanisms. Throughout the year 2023, there were 7 additional series of government bonds offered on the primary market, namely SBR012, SR018, ST010, ORI023, SR019, ORI024, and ST011. Meanwhile, for the secondary market, 50 government bond series are offered daily: FR, SR, ORI, Indon and Indois.

Bank Mega is also collaborating with several investment managers in the development and marketing of mutual funds in 2023. These investment managers are Schroder Investment Management Indonesia, Ashmore Asset Management Indonesia, Manulife Asset Management Indonesia and Mega Asset Management.

In addition, Bank Mega launched the Mega Proteksi Optima Link product in April 2023 to meet customer needs. This product provides optimal life insurance protection and investment opportunities. Customers have the flexibility to allocate investment funds according to risk in order to achieve maximum results.

Wealth Management's performance achievements in terms of assets under management in 2023 are as follows:



	Asset Under Management (AUM) – (Rp)		Perubahan
	2022	2023	
Bond	7.437.866.590.250	9.512.521.391.800	27,89%
Mutual Fund	2.054.165.564.165	1.695.314.110.102	(17,47%)

Funding

In 2023, Indonesia's economy will remain strong in an uncertain global economic environment. Bank Mega focuses on growing low-cost funds through various strategies to meet this challenge. The key measures are to develop digital-based banking services, increase the number of new customers, especially in the retail and corporate sectors, and consistently improve the customer experience through comprehensive integration.

One of the main initiatives is the development of digital services, especially mobile banking (M-Smile), which aims to make it easier for customers to conduct financial transactions. This improvement includes adaptation to the latest payment systems such as QRIS (Standard Indonesian QR) and SNAP (National Open API Payment Standard), which are in line with government programs.

To increase third party funds (DPK), Bank Mega implemented a strategy focused on increasing low-cost funds. This is being done through customer acquisition in the retail (Mass Market) and priority (MegaFirst) segments. In addition, Bank Mega continues to develop customer loyalty programs to support the growth of funds under management.

By 2023, the DPK of Bank Mega reached 89.45 billion. This is related to more efficient management of DPK, especially in terms of balancing credit growth, strategies to maintain the cost of funds amidst competition in deposit interest rates, as well as in the face of a decline in funds from several large customers. Bank Mega is committed to maintaining a balance between the growth of loans and the TPF, as well as to ensuring the efficiency of the cost of funds.

There was a decrease in deposits of -13% compared to 2022. This was due to withdrawals by several large customers. Therefore, Bank Mega is now focusing on increasing the DPK coming from its retail segment.

Retail Funding

The main objective of Bank Mega's Retail Funding Sector is to provide financial services to all of Bank Mega's customers by offering various transactional products and services that meet the different needs of individual Mass Market and MegaFirst customers. MegaFirst customers are intended for

the priority segment of individual customers with balances above IDR 500 million, where customers receive first class personalized service, first class financial solution, first class lifestyle privileges to meet the customer's financial needs.

Bank Mega offers various savings products for Bank Mega customers to select, namely Mega Dana, Mega Maxi, Mega Sharing, Mega Plan, Mega Perdana, Mega Ultima, Mega Valas, and TabunganKu. Specifically for the Mega Dana and Mega Maxi products, customers will receive benefits in the form of MPC loyalty points that are integrated with the CT Corpora Ecosystem.

The Mega Sharing product is a savings product. In this product, Bank Mega works in synergy with its customers to distribute funds for social activities. The form of the social activity is in the form of social donations that are intended for educational activities, public health, community empowerment, and natural disasters in Indonesia. Customers are invited to set aside a minimum of 1% of the interest earned and an additional 1% from Bank Mega.

Retail Funding Strategy

The 2023 third-party fund collection strategy will focus on growing individual and corporate sector funds, as well as increasing fee-based income by continuing to develop digital-based banking services, attracting new customers, especially in the retail and corporate segments, by improving the overall integrated customer experience. To achieve this, here are several work plans for 2023, namely:

1. Develop a virtual debit card for faster on-boarding and improved transaction services by completing the M-Smile feature in terms of products (Forex products, Term Savings, Deposits, etc.), payments, recharges, transfers, etc.
2. Acquisition via digital channels through a faster on-boarding process with attractive promotions supported by virtual cards.
3. Target the millennial and young family segments by introducing products and services that meet their needs.
4. Enhance debit card benefits at strategic CT Corpora and non-CT Corpora merchants.



5. Offer attractive savings programs for the affluent consumer.
6. Continue to improve the quality and productivity of marketing personnel, especially in the Mega First and Corporate segments, and develop Internet banking for corporate cash management.

Electronic Channel (e Channel)

The development of the global world economy and the competition for digital services in the financial business industry requires the banking industry to continue to innovate and follow the development of digital financial services in line with the growing needs of customers for banking transactions. Bank Mega plays an active role and contributes to the development of payment system services and electronic banking services, especially in Indonesia.

Bank Mega plays an active role in the development of payment systems and electronic banking services, namely by following the development of government programs in payment systems such as QRIS (Standard Indonesian QR) and SNAP (National Open API Payment Standard), where the feature development is mainly focused on the development of mobile banking services. M-Smile.

With the development of NFC (Near Field Communication) technology, Bank Mega has also developed a payment system for M-Smile using a contactless credit card. Based on the digital display of credit cards, which enables customers to conduct e-commerce transactions without waiting for the physical card to be received by the customer, it is hoped that this feature will enable Bank Mega to expand

customer acquisition and also make it easier for customers to access banking services simply by using a smartphone.

Mobile Banking

In line with the evolving needs of customers to conduct banking transactions that are effective, fast, secure and easy to access anywhere and anytime, Bank Mega will continue to develop M-Smile services throughout 2023 in the form of additional services such as overseas transactions or QRIS Cross-Border in Malaysia and Singapore, developing the Loan On Card feature, namely applying for cash funds using the available credit card limit, displaying a digital credit card so that customers can conduct e-commerce transactions without waiting for a physical card, adding purchasing and payment features such as data package credit, multifinance payments, insurance and airline tickets.

Bank Mega's M-Smile electronic banking service is also equipped with a face verification process (Face Check Detection) to ensure customer security in accessing accounts and/or credit cards and making transactions safely and conveniently.

The growth in the value of M-Smile mobile banking transactions in 2023 compared to 2022 will increase by 73%, showing further potential for better customer growth and also an increase in the level of customer confidence in conducting transactions with M-Smile. M-Smile transactions in 2023 have reached 55.2 million transactions with a nominal transaction value of IDR. 36.3 trillion. Currently, M-Smile has recorded 784,118 users, this number has increased compared to 2022 of 581,311 users.

Internet Banking

In the rapidly developing era of digitalization of Internet services, Bank Mega continues to improve Mega Internet Banking services by adding various purchase and payment functions to meet the needs of its clients.

Bank Mega's Internet banking services consist of Individual Mega Internet, which is designed for individual clients, and Business Mega Internet, which is designed for corporate clients. The Individual Mega Internet service enables individual customers to conduct banking transactions anytime and anywhere through a website, while the Business Mega Internet service enables corporate customers to conduct banking transactions and manage their business activities.

The number of transactions recorded via Bank Mega's Internet Banking in 2023 reached 2.5 million transactions with a transaction value of Rp47.9 trillion. Meanwhile, the number of Bank Mega Internet Banking users stood at 23,101 users in 2023.

ATM

Developments made in ATM services in 2023 include adding multi-finance payment functions, insurance payments and also air ticket payments.

In 2023, the number of transactions made using ATMs reached 7.2 million transactions valued at IDR 2.4 trillion. Bank Mega ATM is continuously developing and adding features such as additional payment functions for utilities, recharging, loans, e-commerce, cable TV & internet and various other types of payments to meet the banking needs of Bank Mega customers. Bank Mega ATMs are also in the process of developing an acquiring service network to be able to accept transactions from other bank cards from outside of Indonesia.

Debit Cards

ATM/Debit Card is a facility provided by Bank Mega to its savings product customers. The Bank Mega Debit Card can be used at physical merchants as well as online merchants. Customers who use the Bank Mega Debit Card get lifetime discount benefits on the CT Corp network and get discounts at other merchants such as e-commerce that cooperate with Bank Mega. The total transaction volume on debit cards reached Rp 411.03 billion with the number of transactions reaching 928.8 thousand transactions in 2023.

Electronic Money

Non-cash payment facilities have evolved into various payment instruments, one of which is electronic money. Electronic money is a form of money without physical money (cashless money), which is stored in the form of

digital or electronic data. Types of electronic money based on storage media include server-based electronic money and card/chip-based electronic money. The advantages of electronic money compared to other non-cash payment instruments are easy registration and practical and safe use.

As a part of the instruments of the payment system, the use of electronic money in economic activities continues to grow. In 2023, the number of users of Bank Mega electronic money, both chip-based and server-based, reached 4.8 million users. Meanwhile, electronic money transactions have reached 683 million rupiah, dominated by QRIS transactions. Through the QRIS function of server-based e-money, cashless payments can be easily and efficiently made by e-money users via mobile phones.

Wealth Management

Bank Mega's wealth management services are not only limited to investment for the development of wealth, but also provide services in the form of protection for the protection of customer's wealth. With the support of branch offices and certified marketers, Bank Mega will assist customers in financial planning and management. Currently, customers can easily enjoy wealth management services through M-Smile, Bank Mega's mobile banking application. M-Smile allows customers to manage their portfolios anytime, anywhere.

Bank Mega actively provides information on wealth management services to customers through events in cooperation with the Ministry of Finance and investment manager partners.

In 2023, Bank Mega was appointed by the Ministry of Finance as a distribution partner for the offering of seven series of government bonds in the primary market, namely series SBR012, SR018, ST010, ORI023, SR019, ORI024 and ST011. There are other new investors who have started investing together with Bank Mega. In addition, Bank Mega actively markets government bond series in the secondary market on a daily basis.

In order to complete the product as part of the satisfaction of customer needs, Bank Mega collaborates with investment managers as professional management institutions to provide asset diversification options for customers through mutual fund products.

In addition to the development of investments, protection is also a step towards the protection of customers from various financial risks. Bank Mega is aware of this need and offers a wide range of insurance products that customers can choose in accordance with their needs, in collaboration with insurance partners, through both life and accident insurance products.



Wealth Management Assets Under Management (AUM) is Rp13.8 trillion by end 2023.

2024 Retail Fund Collection Strategy

All of the programs and initiatives that have been successful in promoting the growth of the DPK will continue to be implemented in 2024. The programs and initiatives that will be implemented are

1. Acquiring the affluent segment by creating community events and the mass segment, especially the millennial segment, by introducing products that meet their needs.
2. Developing contactless and tap-to-pay debit cards to speed up transactions and increase transaction volume.
3. Gradually developing M-Smile services with new features, including QRIS Crossborder, QRIS TTS/Tuntas, QRIS (Contactless), overseas remittances, financial management wallets, lifestyle services, payment acceptance services using M-Smile at merchants, and other service features.
4. Acquiring corporate customers in winning sectors, such as mining, digital companies, finance (insurance, etc.), and acquiring subsidiaries of big group customers who have joined.
5. Continuing the promotion of free transfer fee services is one of the bank's propositions, so with this promotion it is hoped that there will be an increase in transactions and funds.
6. Increasing the benefits of debit cards at strategic CT Corpora merchants and at non-CT Corpora merchants.
7. Attracting affluent customers with attractive savings programs.
8. Continually improve the quality and productivity of the sales force, particularly the megafirst and corporate sales forces.
9. Developing corporate Internet banking for corporate cash management.

Corporate Funding

Corporate funding is aimed at non-individual clients (companies). Bank Mega offers various products in terms of current accounts and term deposits in both rupiah and foreign currency. To support CASA growth, Corporate Funding cross-sells customers cash management services such as Virtual Accounts (VA), Payroll and Corporate Cards. In addition, Bank Mega also offers Corporate Funding customers attractive interest rates on corporate current accounts and fixed deposits.

Corporate Funding Strategy

During 2023, Corporate Funding re-profiled customers focusing on BUMN and Big Company customers. Corporate Funding strategy in 2023, namely:

1. Maximize customers from conglomerates, public service agencies (BLU), ministries and state-owned enterprises.

2. Maximize cash management sales to contribute to the growth of cheap funds (current accounts) at Bank Mega.
3. Offer selective interest rates to customers in order to reduce COF in accordance with Bank Mega's management strategy.

The Strategy prepared in 2023 is not yet optimal due to the very volatile and uncontrolled increasing market interest rates, which are expected to continue rising. The strategy to optimize the collection of corporate funds in ministries, BUMN and conglomerate companies has had a negative impact. BUMN banks also offer very competitive interest rates compared to the ability of the Bank to fund interest rates with KBMI 3.

Corporate Funding Performance

In 2023, the corporate funding collected deposits amounting to Rp34.33 trillion. The CASA ratio was 6% higher in comparison to 2022 with an increase in savings funds of Rp643 billion. However, there was a 33% yoy decline in total deposits.

2024 Strategy and Plan for Corporate Funding

The year 2023 will be a very challenging experience for Corporate Funding, especially in terms of deposit rate competition in a very uncontrolled market. Based on this experience, Corporate Funding has developed a strategy that will be implemented in 2024 in order to maintain the stability of third party funds in Corporate Funding.

The main strategy that will be implemented is to target NTB corporate customers with a size of IDR 100 billion - IDR 200 billion. This strategy will focus on new customers (NTB) who are subsidiaries of existing conglomerate customers and approach existing customers who have corporate suppliers or buyers from existing customers.

Existing customers who are active in deposit placement will also be approached to offer fund placement in current accounts. Increase the adoption and implementation of cash management so that it has a positive impact on increasing third party funds, especially in current accounts. The implementation of cash management can also generate fee-based income from transaction fees paid by customers through the bank's mega cash management channel.

Collaboration between Funding, Treasury and Lending will be further improved to maximize sales of Bank Mega products and Bank Mega Fee Based Income.





Credit

Bank Mega's business segments in credit disbursement activities are divided into corporate credit, commercial and retail credit (UKM and consumer), and indirect channel credit. In 2023, the outstanding credit disbursed by Bank Mega reached Rp66.4 trillion. The credit disbursement performance of each segment is shown below.

Corporate Credit

Throughout 2023, the total outstanding credit disbursed by the Corporate segment reached Rp45.37 trillion. This condition is Rp3.8 trillion smaller than the position in December 2022. This credit growth was not achieved mainly due to the repayment of one of the corporate debtors, which is quite significant. This segment's distribution is the largest, reaching 68.3% of the Bank's total credits.

In 2023, the corporate segment managed to record a profit of approximately Rp2 trillion and will continue to be the largest profit contributor, namely 87.7% in the Credit Directorate. The total net interest income of the corporate segment stood at Rp1.8 trillion in 2023. Another source of profit comes from fee income, amounting to Rp245 billion.

Retail and Commercial Credit (SME & Consumer)

In 2023, credit disbursement to the Retail (SME & Consumer) and Commercial segments reached approximately Rp3 trillion. The share of credit disbursement to the Retail and Commercial segments is 5% of the Bank's total outstanding credit.

The Retail and Commercial segments still need to focus on efforts to closely monitor the debtors who have benefited from the Covid-19 stimulus in the form of restructuring, as the global and national economic conditions have not yet recovered. This requires the Retail and Commercial segments to ensure that the business conditions and payment of debtors' obligations to the Bank run well and in accordance with the plans agreed upon when the stimulus was provided, especially after the stimulus period ends. Even if this segment is not able to record a better profit than in 2022, it can still record net interest income of Rp79 billion.

Indirect Channels

The Indirect Channel segment managed to grow by Rp231 billion to approximately Rp11.7 trillion in 2023, or a growth of 2.02% compared to 2022. The distribution share in this segment is the second largest, reaching around 18% of the bank's total outstanding loans.

This segment was able to record a profit of IDR 338 billion and contributed 15 percent of the total profit of the Credit Directorate. This figure is the second largest profit contributor in the Credit Directorate. The Indirect Channel segment recorded a net interest income of IDR 426 billion.

Digital Marketing

The digital marketing channel managed to acquire 25,266 new credit card customers in 2023, or 245% growth compared to 2022, when 7,322 new credit card customers were acquired. The share of the additions in this channel is the second largest, reaching approximately 30% of the total growth of the new credit card customers of the Bank.

With various digital marketing campaigns throughout 2023, we managed to increase the satisfaction and loyalty scores of credit card customers from -27.1 to 9.8, as well as those using the M-Smile application from 4.9 to 27.3 at the end of 2023.

Strategy and Work Plan 2024

General credit strategies in 2024 include:

- Focusing loan growth on the corporate segment. Focus on lending to economic sectors that are still capable of positive growth under uncertain economic conditions, including national strategic projects and lending to conglomerate groups with strong finances, especially companies with solid ratings and financial conditions.
- Optimizing branches and regions to grow retail and commercial lending.
- Optimizing credit margins and fee income through appropriate pricing discipline.
- Deepening relationships and discipline in monitoring debtor companies.

Each segment has made plans for the strategy and focus to be developed to meet the challenges of 2024, namely:

Corporate Credit:

- Focus on corporate borrowers that belong to large conglomerates (have diversified businesses and excellent financial strength) and are backed by the owners of the conglomerate.
- Corporates will participate more actively in syndicated deals.

Indirect Channel Credit

- Focus on existing financial institutions/multifinances, including group partners.
- Focus on partners belonging to conglomerates/banks.
- Also focus on credit quality monitoring and end-to-end process monitoring.
- Commercial and Retail Lending
- Optimize branches to initiate credit.
- Focus on cities that are business hubs, have potential for economic growth and are supported by adequate and ready infrastructure.
- Maintain existing loan portfolio and credit quality.

As part of the Bank's efforts to increase fee-based income, the Bank will be disciplined in the application of loan fees and will optimize the imposition of special fee income for high-risk loans. These efforts will also be accompanied by the optimization of trade finance services, namely the issuance of LC, SKBDN, Bank Guarantee and Standby LC on an ongoing basis. This is expected to increase marketing and cross-selling synergies in the context of increasing fee-based income.



Credit Card

2023 is a year of economic revival characterized by mobility and activities such as trade transactions and high traffic on tourist routes, both domestic and international. There is also a phenomenon of change in the way of transactions, where customers tend to avoid physical contact activities, which has led to an increase in contactless and cashless transactions.

However, throughout 2023, the credit card business will still face challenges in increasing revenue. This is because the easing policy is still being extended, namely Bank Indonesia Regulation No. 24/136/DK01 dated May 24, 2022 regarding the reduction of credit card interest rates and the reduction of late fees. This policy has been extended until December 31, 2023. However, Bank Mega remains committed to continue to offer and develop/innovate product features, technology, promotions and other services that meet customer needs.

Bank Mega's credit card business in 2023 has shown quite significant growth, which is reflected in the achievement of sales volume of IDR 19 trillion in 2023. The increase in sales volume was supported by the growth in domestic and international transactions, both online and offline. This growth was also followed by positive growth in the number of debit balances. Positive contributions were made by the online transaction segment and overseas transactions, which contributed a positive growth of 34%.

In terms of the customer acquisition process, Bank Mega has relied on digitalization, where the process is paperless and uses all digital verification tools. This digitalization step, in addition to creating an efficient process, also strengthens the precautionary principle implemented as part of the strategy to keep the credit card portfolio in a healthy and high quality condition. As a result of this digitization, the credit quality of the portfolio has improved, as reflected in the reduction of the NPL ratio from 2.8% to 2.3%.

In 2023, Bank Mega introduced "Make It First" as an appreciation for the loyalty of Mega First Infinite credit card holders and other Mega credit cards by offering customers the opportunity to be the first to enjoy events held by Bank Mega, such as group viewing events and the opportunity to taste Baskin Robbins ice cream and feel the freshness of Re.Juve cold pressed juice by simply exchanging 1 MPC or the equivalent of Rp. 1,-.

The Ever-Increasing Trend of Digitalization in the Banking Industry

Digital transformation has brought various impacts, especially in people's lives, one of which is the use of various technologies in the financial services sector, which

has brought significant changes to the banking industry. The change in people's transaction patterns towards digital has encouraged banks to accelerate the transformation process towards digital banking. Bank Mega's commitment is to continue to provide good digital banking services and also maintain the precautionary principle to provide comfort and security to customers so that they can manage banking activities independently.

Bank Mega also continues to improve the digitization process to increase customer satisfaction by providing comfort and convenience. Customers are provided with convenient access to banking through the M-Smile application, which is continuously enhanced by adding credit card functions such as applying for a credit card, activating a credit card, converting transactions to installments, setting limits, updating customer data, and setting a card block in case of loss, without having to visit the Bank Mega branch or contact the call center.

As a processing bank (acquiring bank), Bank Mega also participates in supporting regulatory policies so that they can continue to increase digital transactions, one of which is through QRIS. Bank Mega is part of the QRIS Cross Border project which is applied in 3 countries such as Malaysia, Thailand and Singapore. Bank Mega is also developing its current payment gateway capabilities to conduct online transactions to meet the transaction needs of merchants.

The Importance of CT Corp's Synergy Role with Bank Mega Credit Cards

Bank Mega is a bank that has an ecosystem advantage under CT Corp's business network, and Bank Mega will consistently continue to have synergy in the development of the banking business in order to provide benefits to credit card customers in meeting their needs. Bank Mega customers can also enjoy various additional benefits such as discounts and attractive offers in many merchant categories such as retail, lifestyle, entertainment, hotels, travel and others.

The synergy with other subsidiaries of CT Corp. is one of the strengths of Bank Mega in optimizing and making Bank Mega credit products have many benefits and advantages over other credit cards.

As a form of appreciation for customer loyalty, both credit cards and savings, Bank Mega offers MPC Points that are integrated and accessible on all CT Corpora ecosystem platforms. Customers benefit from every credit card purchase or accumulated savings balance by receiving rewards in the form of MPC Points. The collected points can be 100% redeemed for purchases at merchants that are members of the CT Corp ecosystem with a nominal

value of 1 point, which is equivalent to 1 rupiah. Merchants can offer rewards such as free flights by redeeming MPC Points at Antavaya, discounts on daily necessities at Transmart, or redeem them to buy the latest fashion at Metro Department Store.

Food & Dining

Bank Mega Credit Card customers with culinary hobbies can also enjoy special offers as Bank Mega has a Bank Mega Dining Together Program with discounts of up to 50% in partnership with hundreds of restaurants and cafes across Indonesia. In addition to the Bank Mega Credit Card, it also offers exclusive offers throughout the year specifically at Trans F&B merchants in the form of discounts of up to 50% at Coffee Bean and Tea Leaf, Baskin Robbins, Wendy's, Warung Wardani, Gyukatsu and Tasty Kitchen.

Fashion & Lifestyle

Especially for fashion lovers and cardholders who like to collect their favorite brand items at Trans Fashion, the Bank Mega Credit Card offers a special discount offer of up to 20% for the MegaFirst Infinite Credit Card and 10% discount for other Bank Mega Credit Cards at more than 50 Trans Fashion outlets with the brands Aigner, Canali, Furla, Geox and Hugo Boss. Travel & Leisure Despite the fact that the tourism and industrial sectors are the most affected by the COVID-19 pandemic, Bank Mega continues to collaborate with Antavaya Tour & Travel and go.com (the online platform of the Antavaya Group), offering tickets, accommodation, tourist packages and various other privileges. The benefits obtained by using a Bank Mega credit card include: special prices for the purchase of tour packages, competitive international ticket prices and a low-interest installment facility program. As well as special offers of discounts of up to 10% for MegaFirst Infinite Credit Cards at all AntaVaya outlets throughout Indonesia. Metro Department Store is one of the companies under CT Corp that bridges lifestyle needs by offering quality clothing and accessories products. The company's philosophy is to provide a comfortable and enjoyable shopping environment and experience. Bank Mega and Metro Department Store have collaborated to create an exclusive program for all Bank Mega credit card holders, namely a 10% discount and redeeming reward points that can be enjoyed throughout the year.

Travel & Leisure

Despite the fact that the tourism and industrial sectors have been severely affected by the COVID-19 pandemic, Bank Mega continues to collaborate with Antavaya Tour & Travel and go.com (the online platform of the Antavaya Group), providing tickets, accommodation, tour packages and various other privileges. Among the benefits obtained by using a Bank Mega credit card are: special prices for the purchase of tour packages, competitive international ticket

prices and a low-interest installment program. As well as special offers of up to 10% discount for MegaFirst Infinite Credit Cards at all AntaVaya outlets throughout Indonesia.

Metro Department Store is one of the companies under CT Corp that bridges lifestyle needs by offering quality clothing and accessories products. The company's philosophy is to provide a comfortable and enjoyable shopping environment and experience. Bank Mega and Metro Department Store have collaborated to create an exclusive program for all Bank Mega credit card holders, namely a 10% discount and redemption of reward points that can be enjoyed throughout the year. Alternative family vacations at Trans Studio Cibubur, Bali, Makassar and Bandung, which offer exciting and interesting rides, as well as Indonesia's first snow playground at Trans Snow World Juanda Bekasi, will remain open throughout 2022, albeit with limited operations. The Bank Mega credit card offers an economical vacation with discounts of up to 25% on Trans Studio tickets. Apart from enjoying the rides, Trans Studio Bandung Integrated Area also offers opportunities to indulge by shopping at Trans Studio Mall or staying at Trans Luxury Hotel Bandung, Trans Resort Bali, Love Fashion Legian and IBIS Hotel Bandung. Bank Mega Card holders can enjoy stay offers at special prices and discounts of 50% for weekdays and 25% for weekends.

Grocery Stores

Transmart Carrefour Indonesia, a shopping center with hypermarket concept under PT Trans Retail Indonesia, which has a one-stop shopping concept, was introduced to offer a variety of products at low prices and the best service. Bank Mega has cooperated with all Transmart stores to provide the best benefits for all Bank Mega credit card holders by offering a 10% discount and redeeming reward points that can be enjoyed every day throughout the year.

Media & Entertainment

TRANS TV, TRANS7, CNN Indonesia and Detikcom are also companies under the flagship of TRANSMEDIA. Together with Bank Mega, TRANSMEDIA is working together to increase brand awareness and provide various promotional program options, especially for Bank Mega cardholders and the general public. Of course, with TRANSMEDIA, it will be easier for Bank Mega to promote the innovations that are and will be carried out by Bank Mega.

Financial Institutions

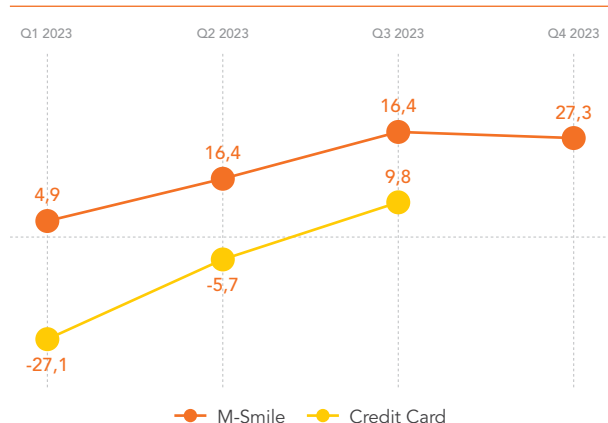
CT Corp also has several financial institutions, such as Mega Insurance, which provides general insurance services, and PFI Mega Life, which provides life insurance services. The purpose of Bank Mega and the two insurance companies mentioned above is to assist credit card holders in financial planning, personal protection, and ownership of valuables.



Shopping Mall

The synergy with CT Corp Group in the area of retail shopping malls makes it easier for Bank Mega to carry out credit card customer acquisition activities and increase awareness through mall branding. Trans Icon Mall Surabaya, which will be inaugurated in August 2022, completes the mall network that was previously spread across various major cities in Indonesia.

Net Promoter Score



- 27.4K New Credit Card Customers Acquired and become the 2nd largest channel in Bank Mega
- MegaMin popularity on TikTok, Instagram, Facebook, and Twitter as the face of Bank Mega on social media in order to connect with our customers and potential customers through our engaging Edutainment contents and campaigns.
- Increase NPS (Net Promoter Score) of M-Smile and Credit Card in positive numbers. More and more of our customers are using and loving our Credit Card and M-Smile apps compared to other banks.

2024 Strategy

Bank Mega is committed to and will consistently maintain synergy with the CT Corp ecosystem, as well as leverage the bank's strengths to achieve credit card growth by offering additional products or services to customers, both funding customers, corporate funding customers and lending customers. Bank Mega will also participate in supporting the digital transformation process through the development of the M-Smile service, which aims to meet needs and provide digital convenience through digital-based credit card product features. It is hoped that Bank Mega's initiatives in 2024 will receive a positive response, such as the virtual credit card feature, this card will make it easier for customers to make faster and safer transactions, and this card can be used anytime and anywhere for online and offline transactions.



Treasury & Financial Institutions

A. Treasury

In 2023, Indonesia's economic growth is likely to be considered sustained still sustainable amidst an increase in global economic turmoil. The world economy was confronted with a rise in global inflation, which in turn triggers an aggressive global monetary tightening response through a policy of high interest rates for an extended period of time (higher for longer). This is exacerbated by growing risks, such as China's real estate problems and several US banks with high exposed exposure to in the technology sector failing. In the midst of these global economic and financial system challenges, the role of the financial sector in the domestic economy remains intact. Indonesia's economic growth has resumed its upward trend. This growth, which remains strong amid declining export performance due to the slowing economy and global commodity prices, is mainly driven by strong domestic demand in line with higher growth in household and government consumption and increased investment.

In 2024, the global economy is expected to continue to slow down, especially as a result of the aggressive monetary policy in 2023, amid inflationary pressures that are starting to ease in the second half of 2023.

Investors' views on the Indonesian economy remain positive on the back of the country's strong economic growth outlook and improvement in domestic demand. The Federal Reserve's policy remains an important factor influencing the global economy. An increase in the Fed

Funds rate will lead to a widening of the interest rate differential. However, the Fed's policy calibration is expected to moderate the strengthening of the dollar index. The FED has the potential to slow down the aggressiveness of the Fed Funds rate hike in the United States. In 2023/2024, the FED is also expected to stop the cycle of rising interest rates amid improvements in the global economy.

In Indonesia, Bank Indonesia's decision to raise interest rates has been taken as a preemptive and forward-looking step to reduce inflation expectations that are currently still high and to ensure that future core inflation returns to the target of $3.0 \pm 1\%$ sooner, i.e. by the first half of 2024, as well as to strengthen the policy to stabilize the rupiah exchange rate so that it is in line with its fundamental value due to the strong US dollar currency and high uncertainty in global financial markets, while domestic economic demand remains strong. Bank Indonesia also continues to strengthen its policy mix response to maintain the stability and momentum of the economic recovery through monetary operations and strengthening the stabilization of the rupiah exchange rate by remaining in the market as part of the efforts to control inflation.

The impact of Bank Indonesia's policy directly increases liquidity in the banking system. However, this increased liquidity does not directly affect bank lending. Instead, it increases bank investment, especially in securities.



Market developments in line with the normalization of global economic policies, where almost all central banks are raising interest rates to fight inflation, will also provide an interesting dynamic for Treasury to capitalize on. Treasury will take advantage of the momentum of economic recovery, which is expected to increase the income of the Treasury business segment.

Under these conditions, Bank Mega Treasury is actively and conservatively managing its business. It is prudently maintaining its asset and liability portfolio so that it can continue to generate profits while paying attention to liquidity. Amidst challenging and uncertain economic conditions that will remain uncertain in 2023, Treasury was still positioned to capitalize benefiting on the market volatility that exists in the market. The following are the substantive steps that will be taken by the Treasury over the course of 2023.

1. Continue to invest the Bank's excess liquidity in assets with relatively lower risk, namely government bonds and also placements with Bank Indonesia, while seeking the best return commensurate with the risks faced in order to optimize the Bank's income.
2. Manage the funding gap between assets and liabilities in such a way that the Bank is secure enough to maintain its liquidity on a daily basis.
3. Maintain High Quality Liquid Assets (HQLA), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) to ensure the stability of the bank's liquidity at all times.

The aforementioned strategies are able to maintain the income of the Company in the midst of the challenges of the uncertain economic conditions in 2023, while maintaining the liquidity. Revenues are primarily generated from net interest income on securities assets.

B. Global Markets

2024 will be another interesting year for Indonesia's financial industry. The outlook for the domestic economy remains good amidst the potential for a global economic slowdown; Indonesia's GDP growth is expected to remain stable in 2024, supported by the potential for increased campaign spending ahead of the presidential election (Pilpres) in February and the simultaneous regional elections in November. It is hoped that the election will help restore the purchasing power of society at large.

Fundamentally, investors' view of the Indonesian economy remains positive. This is in line with Indonesia's economic growth outlook, which remains strong and domestic demand is improving. It is also estimated that global inflationary pressure is expected to ease in 2024, which is expected to cause global financial markets to start

recovering. In the midst of these various conditions, the company's focus is to remain active in financial market activities so that it can be a significant contributor to the company's overall performance, while always being mindful of compliance and risk corridors.

Global Market Sales (GM Sales)

Running In doing business, Global Market Sales business requires a strong knowledge skill of the global marketplace, which has become highly more competitive. This expertise is combined with a deep understanding of the local market and innovation to increase competitiveness and offer competitive prices. The company also remains committed to providing the best service to customers. These various efforts are necessary to improve GM Sales' competence and capability in the marketing of providing Global Markets products to its Customers.

The Company has been encouraged to increase the synergy with internal parties related to the marketing of to provide Global Markets products due to the increasing level of competition among banks to increase customer market share. The marketing, character, risks, and product transparency of Global Markets products will be maintained so that they are in compliance with applicable regulations.

In 2023, Global Markets Sales is more sophisticated in seeing customer needs for Global Markets products such as bonds, foreign exchange products and derivative financial products.

Global Markets Trading (GM Trading)

In 2023, Global Markets Trading was positioned to capitalize took benefit on the opportunities that exist in the marketplace. Economic indicators, especially in the advanced economies, show uncertainty in global economic movements amidst an improvement in inflation levels towards pre-pandemic levels, especially in the advanced economy countries. Sentiment in the financial markets tends to be positive. This is supported by growing expectations for the end of the global interest rate hike cycle, following the release of the U.S. employment data and the continued decline in the inflation rate. Optimism was also being influenced by the introduction of fiscal, monetary and financial sector stimulus measures in China to stem the decline in economic output, including the resolution of problems resolve problems in the real estate sector.

Meanwhile, global geopolitical tensions are on the rise as a result of the ongoing conflict in the Middle East and the victory of the right wing in several countries. However, the impact on oil and energy prices is still limited in light of the ongoing trend of weakening demand. In addition, the pressure from rising food commodity

prices is expected to be easing as the El Niño phenomenon weakens and subsides.

These developments have contributed to the strengthening of global financial markets. They have also boosted demand for equity, debt, and foreign exchange. Non-resident investors are also beginning to enter emerging market financial markets. All of these provides an opportunity for the Global Markets Trading team to engage in day-to-day activities to generate fee-based income. Synergies with the Global Markets Sales team will continue to be realized by offering competitive pricing to achieve market share targets while maintaining strict compliance with internal, external and regulatory requirements.

By In 2024, GM Trading anticipates that the foreign exchange and fixed income markets will remain active with all existing factors on both the domestic and international markets. GM Trading will continue to take an active part in the exploration of the market penetration, while still paying attention to the existing situation and conditions.

Meanwhile, for the bond market, overall interest rates seem to will start to decline in 2024. GM Trading will need to actively participate in the market penetration deepening in both in Rupiah bonds and other currencies such as US dollar bonds in order to maintain fee-based income. In 2024, it is estimated that global interest rates will decline as inflation is brought under control due to economic recovery, so it is necessary to be more active in order to maintain fee income.

C. International Banking & Financial Institution (IBFI)

After the pandemic conditions, which have started to improve, IBFI continues to carry out activities in order to achieve the objectives, making several adjustments, especially in terms of meetings with bank and non-bank clients, face-to-face or via zoom meetings.

Statistically, during 2023, the IBFI team held meetings with existing and potential clients an average of 12 times in a period of 1 month, resulting in an increase in the number of current accounts of more than 90% over the previous year.

The activities of IBFI through the financing funding products and the products related to the treasury transactions and the trade finance transactions, showed an increase in the achievement of revenues every year. This is reinforced by regular monthly KPI monitoring, and also better with the changes in customer service and better client management implemented in 2022, where face-to-face meetings with bank and non-bank customers were conducted, resulting in the addition sharp increase of new customers has increased quite strongly this year.

During For In 2024, IBFI will continue to seek new clients and also deepen its bank and non-bank clients by marketing IBFI's core business, namely bank and non-bank funding and trade finance transactions from foreign banks and local banks. In addition, IBFI will continue to support Global Markets sales team in line with the increasing number of treasury transactions.

Treasury & Financial Institutions Strategy for 2024

For In the year 2024, the Treasury & Financial Institutions (TSFI) business will continue to focus on a client-centric business model. This will be achieved through the implementation of a strategy that will provide a complete financial market services with complete solutions that cover all market segments (foreign exchange, interest rates and derivatives).

In line with TSFI's commitment to be the customer's first choice, the company will be strongly focused on customer service. At the same time, it will continue to monitor market developments. This will enable it to create a sustainable and profitable business model for both clients and the bank.

In 2024, there will still be a number of some challenges that will have an impact on the bank's performance, especially in the TSFI business segment. The economic recovery is expected to increase the opportunities for Treasury to conduct day-to-day activities to generate fee income and capital gains.

The Company will continue to pursue TSFI's key priorities in 2024 in order to achieve sustainable growth, namely

- Optimize transactions with retail customers, especially the MegaFirst segment.
- Promote cross-selling to corporate clients, both lending and funding, with products that meet their needs.
- Continue to market current Treasury products such as FX, FX Swap, DNDF, FX Option, CCS, IRS, Call Spread Option, Bond Option, Bond Linked Investment to meet client needs by organizing client events, client calls and regular market updates to existing and potential clients.
- Support the development of electronic channel platforms and encourage clients to trade through existing electronic channels.
- Develop synergies with the current banking ecosystem, namely with the companies of the CT Corpora Group, both in terms of products, customers and risk monitoring, in order to be able to develop together, in line with the strategy and risk appetite of the CT Corpora Group.



- f. Anticipate and provide input to regulators in the issuance of new regulations that will develop financial markets.

Capital Market

A. Trustee

Bank Mega has been operating as a trustee for more than 23 years. A Trustee is a capital market supporting institution with the role of representing the interests of debt securities and/or Sukuk holders. This institution is when a requirement by for the companies wanting issuing debt securities and/or Sukuk through public offerings. In addition, Bank Mega provides monitoring agent services for the issuance of debt securities and/or Sukuk issued without a public offering and collateral agent services.

Bank Mega has been granted a Registration Certificate (STTD) by the Financial Services Authority (formerly the Capital Market Supervisory Agency) to conduct business as a trustee pursuant to Decree No. 20/STTD-WA/PM/2000 on August 2, 2000.

Bank Mega's duties and responsibilities as a trustee shall include the following:

- To represent the interests of the Debenture debt securities and/or Sukuk Holders in and out of court in the conduct of legal proceedings relating to the interests of the Debenture debt securities and/or Sukuk Holders;
- To publicly disclose complete information about its qualifications as a trustee in the prospectus;
- To submit a report to the Financial Services Authority in the event that the issuer fails to fulfill its promise or a situation arises that may jeopardize the interests of the holders of debt securities and/or Sukuk;
- To conduct regular supervision or monitoring of issuers and debt securities and/or Sukuk based on the trustee agreement;
- To provide necessary advice to the issuer in connection with the trustee agreement.

As of December 29, 2023, Bank Mega acted as a trustee for 126 debt securities and/or sukuk issuances through a public offerings with a total value of Rp87.60 trillion and 35 issuances of debt securities and/or sukuk issued without a public offerings with a total value of Rp2.34 trillion and US\$19.16 million.

B. Custodian Services

Bank Mega has provided capital market custodian services since 2001. A custodian bank is a bank that provides custody/deposit services and other activities related to securities, including the settlement of securities transactions, the administration of rights

related to securities, the safekeeping of securities and the representation of the rights of the holder of securities (proxy).

Bank Mega acts as a Custodian on the basis of a pursuant to the license issued by the Financial Services Authority (formerly the Capital Market Authority) No. KEP-01/PM/Kstd/2001 dated January 18, 2001. Bank Mega has also obtained approval from Bank Indonesia to act as a Sub-Registry pursuant to Bank Indonesia Letter No.10/160/DPM dated July 4, 2008.

- Custodian services provided by Bank Mega consist of General Custodian Services include:
 - Safekeeping (storage and administration of securities);
 - Settlement & transaction processing (processing and settlement of securities purchase/sale transactions);
 - Corporate Action (administration of the client's rights in relation to the ownership of the client's securities);
 - Proxy (representing the client at the General Meeting of Securities Holders on the basis of the client's power of attorney);
 - Reporting.
- Mutual fund custodians service include:
 - Registry (registration and administration of mutual fund shares);
 - Fund Accounting (collective custody, management of mutual fund portfolios and calculation of net asset value);
 - Reporting.

As of December 29, 2023, the value of Bank Mega's custodial administration portfolio amounted to 41.95 trillion.

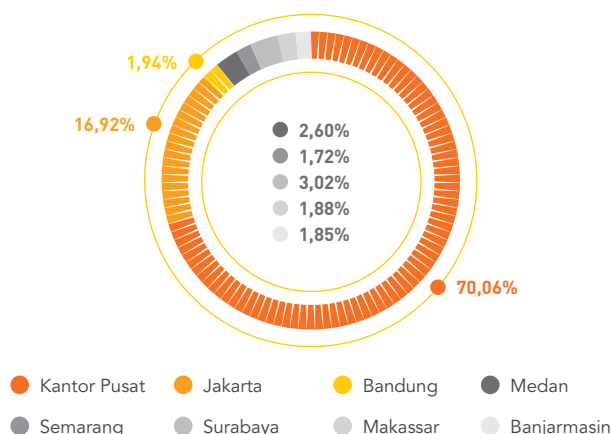
Bank Mega has also received the approval from KSEI to become the RDN (Customer Fund Account) Administrator Bank in accordance with PT KSEI Letter No. KSEI-7040/DIR/0720 dated July 2, 2020 regarding the Letter of Appointment of PT Bank Mega Tbk as the RDN Administrator Bank for the period 2019-2024. As of December 29, 2023, the number of customer fund accounts established by under Bank Mega amounted to 11,989 accounts.

Operational Review by Geographic Segment

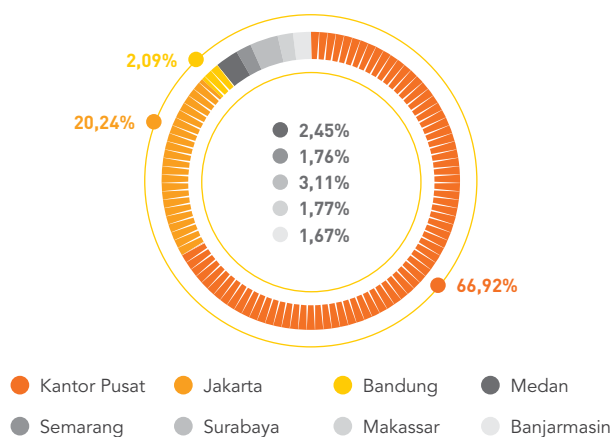
The Bank performs geographical segment analysis whereby management reviews monthly management internal report for each area. The Bank's geographical area consists of Head Office, Jakarta, Bandung, Medan, Semarang, Surabaya, Makassar and Banjarmasin regions.

The Head Office still has the largest contribution in terms of revenue per segment, which will reach 70.06% in 2023 and 66.92% in 2022. Meanwhile, the region that has the largest contribution is the Jakarta region with a share of 16.92% and 20.24%, respectively.

Segment revenue 2023

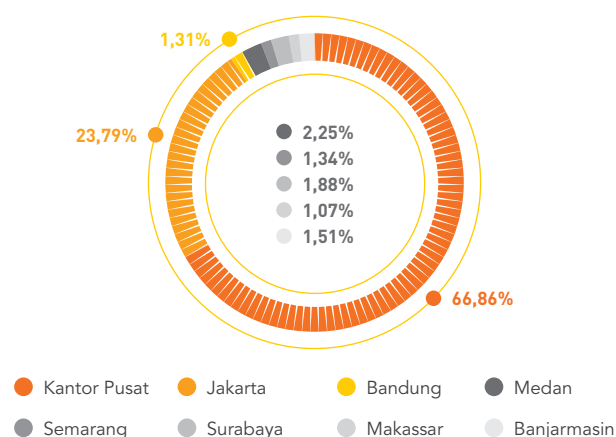


Segment revenue 2022

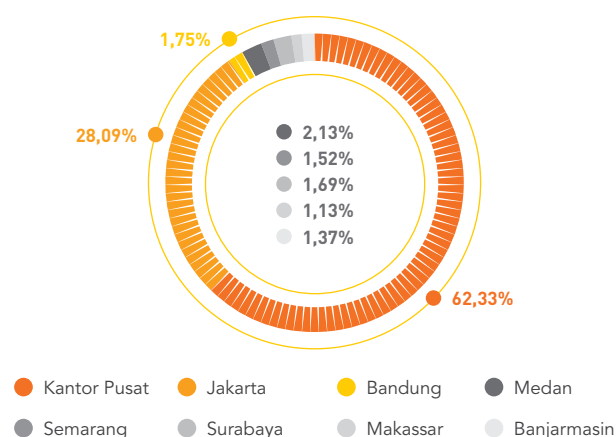


Income before tax from the Head Office and the Jakarta Region also provided the largest contribution of 66.86% and 23.79% respectively in 2023, supported by the achievement of segment income which was more dominant than other regions. In the previous year, the contribution from the Head Office and the Jakarta region was 62.33% and 28.09%, respectively.

Profit before tax 2023



Profit before tax 2022



For a more detailed explanation of profitability based on geographical segments, please refer to Note No. 38 of the Audited Financial Report attached to this Annual Report.



Financial Review

Standards for Presenting Information and Compliance with Financial Accounting Standards

In accordance with the Financial Services Authority Regulation (POJK) No. 14/POJK.04/2022 on the filing of periodic reports for issuers or public corporations, PT Bank Mega Tbk has filed periodic financial reports with the Financial Services Authority and the Indonesian Stock Exchange and announced periodic financial reports to the public. Specifically, the audited financial reports were submitted to the Indonesian Stock Exchange on January 30, 2024.

Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan completed the audit of financial statements as of December 31, 2023 and signed by the Company's directors on January 26, 2024. The audit was conducted

by Bimo Iman Santoso, Certified Public Accountant, with Public Accountant Practice License No. AP.1298.

KAP stated that the financial statements present fairly, in all material respects, the financial position of PT Bank Mega Tbk as of December 31, 2023, and its financial performance and cash flows for the year then ended in accordance with Indonesian Accounting Standards.

This financial review has been prepared on the basis of the statement of financial position of PT Bank Mega Tbk as of December 31, 2023, and the statements of profit or loss and other comprehensive income and statement of cash flows for the year then ended in accordance with Indonesian Accounting Standards.

Consolidated Statement of Financial Position

Bank Mega recorded total assets of Rp132.05 trillion in 2023 with a decrease of 6.84% yoy. Compared to the previous year's value of Rp141.75 trillion, this decrease was mainly influenced by a 7.19% decrease in financial assets from Rp133.01 trillion in 2022 to Rp123.45 trillion in 2023. Moreover, non-financial assets dropped by 1.64% yoy from Rp8.74 trillion last year to Rp8.60 trillion in 2023.

In line with the reduction in total assets, Bank Mega also recorded a lower level of liabilities in 2023, amounting to

Rp110.29 trillion. The decrease of 8.94% yoy compared to the previous year was mainly due to the reduction of financial liabilities by 9.11% yoy from Rp120.33 trillion in 2022 to Rp109.37 trillion in the following year. Meanwhile, non-financial liabilities increased by 18.08% yoy from Rp782.55 billion in 2022 to Rp924.06 billion in 2023.

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Financial Assets	123.454.294	133.011.537	(9.557.243)	(7,19%)
Non Financial Assets	8.595.297	8.738.912	(143.615)	(1,64%)
Total Assets	132.049.591	141.750.449	(9.700.858)	(6,84%)
Financial Liabilities	109.370.093	120.334.219	(10.964.126)	(9,11%)
Non Financial Liabilities	924.055	782.550	141.505	18,08%
Total Liabilities	110.294.148	121.116.769	(10.822.621)	(8,94%)
Total Equities	21.755.443	20.633.680	1.121.763	5,44%
Total Liabilities, Temporary Syirkah Funds, and Equities	132.049.591	141.750.449	(9.700.858)	(6,84%)

Despite the decline in assets and liabilities, Bank Mega managed to increase its equity 5.44% yoy from Rp20.63 trillion in the previous year to Rp21.76 trillion in 2023. This increase is in line with the higher retained earnings in 2023.

Financial Assets

Bank Mega reported that its financial assets stood at Rp123.45 trillion with a decline of 7.19% yoy. Compared to the previous year's Rp133.01 trillion, this decrease was

mainly due to a 5.78% yoy reduction in loans – net to Rp65.69 trillion from Rp69.72 trillion the previous year. Apart from this, placement with Bank Indonesia and other banks also fell by 63.42% yoy from Rp9.16 trillion to Rp3.35 trillion.

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Cash	855.222	901.616	(46.394)	(5,15%)
Current accounts with Bank Indonesia	6.822.433	8.691.986	(1.869.553)	(21,51%)
Current accounts with other banks - net	644.673	757.620	(112.947)	(14,91%)
Placement with Bank Indonesia and other banks	3.352.627	9.164.176	(5.811.549)	(63,42%)
Securities - net	37.624.588	39.177.026	(1.552.438)	(3,96%)
Securities purchased under agreement to resell	7.215.441	3.254.705	3.960.736	121,69%
Derivative receivables	20.974	10.119	10.855	107,27%
Loans - net	65.688.080	69.717.327	(4.029.247)	(5,78%)
Acceptance receivable - net	-	52.965	(52.965)	(100,00%)
Other assets - net	1.230.256	1.283.997	(53.741)	(4,19%)
Financial Assets	123.454.294	133.011.537	(9.557.243)	(7,19%)

Cash

Bank Mega's cash dropped by 5.15% yoy to Rp855.22 billion in 2023 from Rp901.62 billion the previous year. This decrease was mainly cash denominated in the US Dollar from Rp119.50 billion in 2022 to Rp65.00 billion the following year.

Current accounts with Bank Indonesia

Bank Mega's current accounts with Bank Indonesia decreased 21.51% yoy to Rp6.82 trillion in 2023 from Rp8.69 trillion last year. The Bank is required to maintain minimum statutory reserves (GWM) in Rupiah for conventional banking activities and statutory reserves in foreign currencies for foreign exchange transactions. The Bank's Minimum Statutory Reserve are calculated based on Board of Governors Member Regulations (PADG). Please refer to the financial ratios section for a more detailed explanation of the GWM ratio.

Current accounts with other banks – net

Current accounts with other banks - net held by Bank Mega declined from Rp757.62 billion in 2022 to

Rp664.67 billion in the following year. This decrease is mainly due to the decrease in these accounts denominated in foreign currencies.

Based on Bank's management's review and evaluation, all current account with other banks is classified as current. Moreover, the Bank's management believed that allowance for impairment losses in period 2023 and 2022 is adequate.

Placement with Bank Indonesia and other banks

Bank Mega recorded a significant reduction in placements with Bank Indonesia and other banks from Rp9.16 trillion in 2022 to only Rp3.35 billion in 2023. This decrease is due to the fact that deposit facilities of Bank Indonesia are no longer recorded in the Rupiah currency in 2023 compared to Rp2.30 trillion last year.

Based on the Bank's management review and evaluation, all placement with other banks were classified as current. The Bank's management believed that allowance for impairment losses in 2023 is adequate.



Securities – net

Bank Mega's securities - net decreased to Rp37.62XXX trillion from Rp39.18 trillion in 2022. This decrease of 3.96% yoy was mainly due to the reduced impact in the form of Indonesian government bonds denominated in rupiah on the basis of fair value through other comprehensive income to Rp29.89 trillion in 2023, lower than Rp36.82 trillion in 2022. Bank Mega also recorded Bank Indonesia Rupiah Securities (SRBI) worth Rp4.94 trillion. These securities were issued by Bank Indonesia in 2023.

Based on the Bank's management review and evaluation, all securities as at December 31, 2023 and December 31, 2022 were classified as current. The Bank's management also believed that allowance for impairment losses in period 2023 and 2022 is adequate.

Securities purchased under agreement to resell

Bank Mega recorded securities purchased with promise to resell in 2023 worth Rp7.21 trillion. This is higher than Rp3.25 trillion in the previous year. This transaction was carried out by Bank Mega with Bank Pan Indonesia, Bank Victoria International, and Bank Indonesia as the counterparties to the transaction.

Derivative receivables

In 2023, Bank Mega reported Rp20.94 billion of derivative receivables. Compared to the previous year of Rp10.12 billion, this result is 107.27% yoy higher. There are four types of transactions carried out by Bank Mega in relation to foreign exchange rates, namely spot purchase, spot sale, swap, forward sale and option sale transactions.

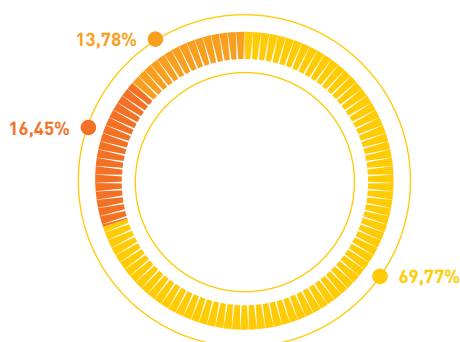
Based on the Bank's management review and evaluation, all derivatives receivables as at December 31, 2023 and December 31, 2022 are classified as current.

Loans – net

The distribution of credit - net by Bank Mega fell by 5.78X% yoy to Rp65.69 trillion in 2023. This lower performance from the previous year's Rp69.72 trillion was mainly influenced by lower credit to third parties throughout 2023. Credit to third parties - gross dropped by 6.40% yoy from Rp69.43 trillion in 2022 to only Rp64.99 trillion in the following year.

Meanwhile, based on the type of credit, the decline in credit disbursement - gross is mainly due to the lowering investment credit to third parties. This credit disbursement stood at Rp46.26 trillion in 2023, lower than Rp52.67 trillion in the previous year. On a cumulative basis, the contribution of investment credit is still the largest at 69.77% and 74.91% in 2023 and 2022, respectively. The following table shows the composition of loans by type:

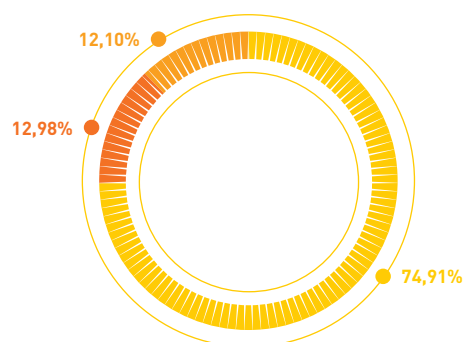
Loans – gross composition in 2023



● Investasi ● Modal Kerja ● Konsumsi

Source: Bank Mega

Loans – gross composition in 2022



● Investasi ● Modal Kerja ● Konsumsi

Source: Bank Mega



Bank Mega also distributes its loans by means of cooperation with other banks or by means of syndication. Cumulatively, the bank's syndicated loans reached Rp4.02X trillion in 2023, compared to Rp4.54 trillion last year. The participation of the Bank, as a member of the syndicate, amounts to 0.14-13.6% in 2023 and 1-25% in 2022.

Meanwhile, in terms of micro, small and medium enterprises (MSME) loans, Bank Mega reported that the ratio of MSME loans to total loans as of December 31, 2023 and December 31, 2022 is 18.07% and 13.85%, respectively.

Bank Mega also distributes joint financing loans with related parties, namely PT Mega Central Finance, PT Mega Auto Finance and PT Mega Finance, which cumulatively stood at Rp10.42 trillion or more in 2023, compared to Rp9.24 trillion in the previous year. Joint financing facilities with the related parties are made on a without recourse basis.

Nevertheless, as at December 31, 2023 and December 31, 2022, there were no any breach nor violation of Legal Lending Limit (LLL) to related parties and third parties as required by The Financial Service Authority regulations.

Acceptance receivable - net

Bank Mega did not recorded net acceptance receivables in 2023, down from Rp52.97 billion a year earlier.

Other assets - net

Bank Mega's other assets, which are included in the financial assets' category, are interest receivables, security deposits, rent receivables, and restricted assets, which are included in other assets. Cumulatively, this account reached Rp1.23 trillion in 2023 from Rp1.28 trillion last year.

Non-Financial Assets

On a cumulative basis, Bank Mega's non-financial assets reached Rp8.60 trillion, a decline of 1.64% yoy compared to the previous year's Rp8.74 trillion. This decrease was largely due to the decline in fixed assets and right-of-use assets - net by 2.65% yoy to Rp6.20 trillion.

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Fixed assets and right-of-use assets- net	6.197.758	6.366.743	(168.985)	(2,65%)
Other assets - net	2.397.539	2.372.169	25.370	1,07%
Non Financial Assets	8.595.297	8.738.912	(143.615)	(1,64%)

Fixed assets and right-of-use assets - net

Bank Mega's assets and right-of-use assets – net decreased 2.65% yoy to Rp6.20 trillion in 2023 from Rp6.37 trillion in the previous year. This decline is in line with an increase in the accumulated depreciation to Rp1.72 trillion in 2023 from Rp1.47 trillion in the previous year.

Other assets - net

Bank Mega's other assets, which are included in the category of non-financial assets, are rent receivables, advances, repossessed collateral, bills of sale of securities, bills of credit card transactions, prepaid expenses, deferred expenses, etc. Cumulatively, these accounts reach Rp2.40 trillion in 2023, higher than Rp2.37 trillion in 2022.

Financial Liabilities

Cumulatively, financial liabilities amounted to Rp109.37 trillion or 9.11% yoy less than the previous year's Rp120.33 billion. This decline is primarily due to the Bank's customer deposits, which fell by 13.13% yoy from Rp102.95 trillion in 2022 to Rp89.44 trillion in the following year.



(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Liabilities due immediately	296.179	245.593	50.586	20,60%
Deposits from customers	89.435.750	102.949.667	(13.513.917)	(13,13%)
Deposits from other banks	3.872.596	1.546.696	2.325.900	150,38%
Securities sold under repurchased agreements	12.573.231	13.263.387	(690.156)	(5,20%)
Derivatives payable	18.931	66.818	(47.887)	(71,67%)
Fund Borrowings	2.909.228	1.856.213	1.053.015	56,73%
Acceptance payable	-	53.031	(53.031)	(100,00%)
Subordinated Bonds - net	50.000	50.000,00	-	0,00%
Other liabilities	214.178	302.814,00	(88.636)	(29,27%)
Financial Liabilities	109.370.093	120.334.219	(10.964.126)	(9,11%)

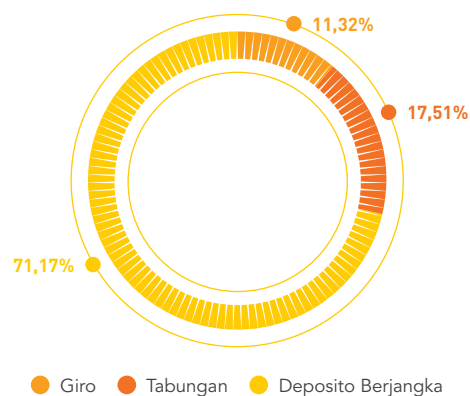
Liabilities due immediately

Bank Mega's current liabilities increased by 20,60% yoy to reach Rp296,18 billion in 2023 compared to Rp245.59 billion a year earlier. Obligations due immediately mainly consist of clearing transactions or unsettled customers' money transfer and deposit of tax payments which has not yet been transferred to the account of Kantor Perbendaharaan dan Kas Negara (KPKN) in relation with the Bank's function as Collecting Bank.

Deposits from customers

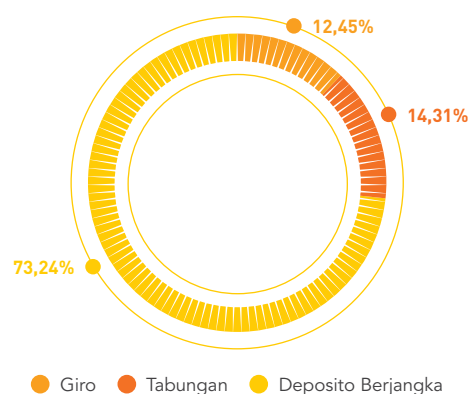
The total customer deposits or third-party funds (DPK) of Bank Mega dropped by 13,13% yoy to Rp89,44 trillion in 2023. This decrease as compared to Rp102.95 trillion in 2022 was mainly due to the lower amount of time deposits collected by the Bank. Bank Mega's time deposits amounted to RpXXX trillion in 2023, down from Rp75.40 trillion in 2022. The contribution of time deposits to the total savings of customers reached 73.24% or higher in 2022, compared to 71.17% in 2023. Thus, the CASA ratio of the Bank reached 28.83% in 2023, higher than the 26.76% in 2022.

Third-party funds composition in 2023



Source: Bank Mega

Third-party funds composition in 2022



Source: Bank Mega



Deposits from other banks

Bank Mega also recorded deposits from other banks amounting to Rp3.87 trillion in 2023, 150.38% higher yoy from Rp1.55 trillion in the previous year. This increase was mainly due to higher deposits from other banks in Rupiah to RpXXX3.41 trillion in 2023, up 196.09% yoy from Rp1.15 trillion in the previous year.

Bank Mega posted deposits from related parties to reach Rp1.19 trillion in 2023, up 110.10% yoy from Rp568.74 billion in the previous year. The outstanding balances of deposits from related parties represents deposits from PT Bank Mega Syariah, PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo, PT Bank Pembangunan Daerah Sulawesi Tengah and PT Allo Bank Indonesia Tbk.

Securities sold under repurchased agreements

Securities sold under repo transactions fell by 5.20% from Rp13.26 trillion in 2022 compared to Rp12.57 trillion in 2023. This is in line with the decline in Bank Mega's repo value in 2023, although the counterparties are more diverse compared to the previous year. Bank Indonesia was the only counterparty for Bank Mega's repo transactions in 2022.

Derivatives payable

In line with the decrease in derivative assets, Bank Mega recorded lower derivative liabilities of Rp18.93 billion. In the previous year, the derivative liabilities amounted to Rp66.82 billion.

Fund Borrowings

Bank Mega's fund borrowings raised by 56.73% yoy from Rp1.86 trillion in 2022 to Rp2.91 trillion in the following year. This increase was mainly influenced by acquiring the US Dollar denominated loans received from Bank BCA and Citibank in 2023, which cumulatively reached Rp1.45 trillion.

Acceptance payable

Bank Mega reported an accepted debt amounting to Rp53.03 billion in 2022. However, this account was no longer recorded in 2023.

Subordinated Bonds – net

Bank Mega issued Rp50.00 billion subordinated 2020 bonds with a 5-year maturity. The issuance of the subordinated bonds is to comply with the provisions of POJK No.14/POJK.03 / 2017 dated April 4, 2017 concerning the Recovery Plan Report for Systemic Bank. The structure of this subordinated bond is explained in the Financial and Operational Highlights of this Annual Report.

Other liabilities

Bank Mega's other liabilities, which are a part of its financial liabilities, reached Rp214.18 billion in 2023 as compared to Rp302.81 billion in the previous year. This account consists of interest payable and security deposit.

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Income taxes payable	59.596	143.076	(83.480)	(58,35%)
Deferred tax liabilities - net	156.812	48.996	107.816	220,05%
Post-employment benefits liability	277.530	241.747	35.783	14,80%
Accrued expenses and other liabilities	430.117	348.731	81.386	23,34%
Non Financial Liabilities	924.055	782.550	141.505	18,08%



Non-Financial Liabilities

Cumulatively, non-financial liabilities raised by 18.08% yoy from Rp782.55 billion in 2022 to Rp924.06 billion the following year. The decline is primarily due to deferred tax liabilities - net raising to Rp156.81 billion in 2023.

Income taxes payable

The bank's income tax liability stood at Rp59.60 billion in 2023, declining by 58.35% yoy. In the previous year, this account amounted to Rp143.08 billion.

Deferred tax liabilities – net

Bank Mega recorded a deferred tax liability – net of Rp156.81 billion in 2023. In the previous year, the bank's deferred tax liabilities were Rp49.00 billion.

Post-employment benefits liability

The post-employment benefit liability reached Rp277.53 billion in 2023. This account grew by 14.80% yoy as compared to Rp241.75 billion in the previous year.

Accrued expenses and other liabilities

This account consists of obligations on securities purchased, lease obligations, accrued expenses, etc. Cumulatively, the accounts included in the non-financial liabilities' category reached RpXXX billion in 2023, lower than the previous year's figure of Rp348.73 billion.

Statement of Profit or Loss and Other Comprehensive Income

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Interest income	10.217.532	9.069.057	1.148.475	12,66%
Interest expense	(4.685.387)	(3.199.931)	(1.485.456)	46,42%
Net Interest Income	5.532.145	5.869.126	(336.981)	(5,74%)
Other Operating Income	2.288.030	2.497.278	(209.248)	(8,38%)
Other Operating Expenses	(3.487.697)	(3.364.842)	(122.855)	3,65%
Net Operating Income	4.332.478	5.001.562	(669.084)	(13,38%)
Non-operating income (expenses) - net	10.251	26.508	(16.257)	(61,33%)
Income Before Income Tax	4.342.729	5.028.070	(685.341)	(13,63%)
Income Tax Expenses	(832.059)	(975.392)	143.333	(14,69%)
Net Income For The Year	3.510.670	4.052.678	(542.008)	(13,37%)
Other comprehensive income	447.911	236.538	211.373	89,36%
Total Comprehensive Income For The Year	3.958.581	4.289.216	(330.635)	(7,71%)
Basic/Diluted Earnings Per Share (Full Amount)	299	345	(46)	(13,33%)

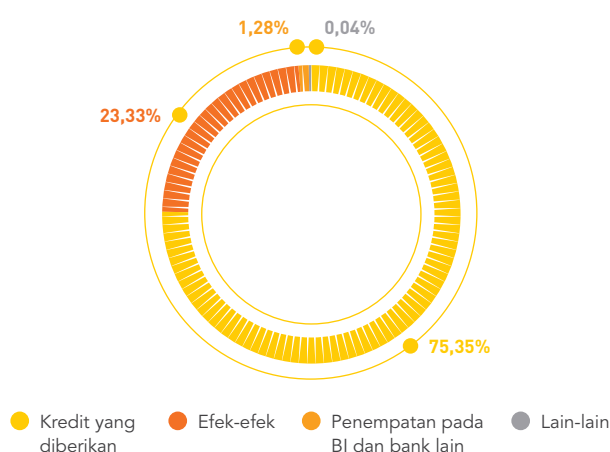


Interest income

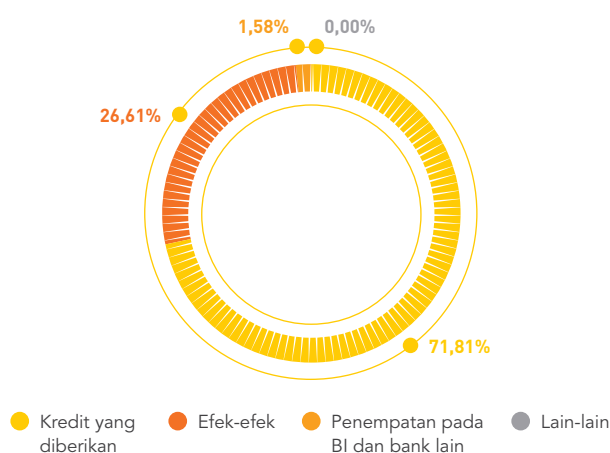
In spite of recording a slowdown in bank loans, Bank Mega managed to increase interest income by 12.66% yoy to reach Rp10.22 trillion in 2023. Compared to the previous year's Rp9.07 trillion, this increase in interest income was influenced by the higher lending rates, which was in line with the rising benchmark interest rate.

Interest income from loans makes the largest contribution, amounting to 75.35% in 2023 and 71.81% in 2022. Another double-digit contribution to interest income is provided by securities, which amounts to 23.33% and 26.61% in 2023 and 2022, respectively. The composition of Bank Mega's interest income is as follows:

Interest income composition in 2023



Interest income composition in 2022



Interest expense

The composition of the bank's DPK, which is dominated by time deposits in the amount of 71.17% in 2023 and 73.24% in 2022, has the effect of increasing interest expenses even though the amount of DPK has actually decreased. Cumulatively, Bank Mega recorded interest expense of Rp4.68 trillion with a growth of 46.42% yoy. Of this amount, interest expense from term deposits reached Rp3.45 trillion in 2023. This is an increase of 55.36% yoy from Rp2.22 trillion in the previous year.

Net Interest Income

The increase in interest expense, which was higher than the increase in interest income, caused the net interest income to decrease by 5.74% yoy to Rp5.53 trillion in 2023. In the previous year, the net interest income amounted to Rp5.87 trillion.

Other Operating Income

Cumulatively, Bank Mega recorded total other operating income of Rp2.29 trillion in 2023, down 8.38% yoy from Rp2.50 trillion last year. The decrease in total other operating income was mainly influenced by fees and commissions, which dropped to Rp1.67 trillion in 2023 from Rp1.92 trillion in the previous year. Meanwhile, gain on sale of securities - net of Bank Mega was up from Rp1470.74 billion in 2022 to Rp535.37 billion in 2023.

Other Operating Expenses

Cumulatively, Bank Mega's other operating expenses increased by 3.65% yoy to Rp3.49 trillion from Rp3.36 trillion last year. This higher profile is mainly due to 7.70% yoy increase in salary expenses and other allowances. This operating expense component stood at Rp1.46 trillion in 2023.

Meanwhile, provision for impairment losses on financial and non-financial assets - net will reach Rp195.32 billion in 2023, 32.11% higher than last year's Rp147.84 billion. This increased expense was influenced by the Bank's rising NPL ratio from 1.23% in 2022 to 1.57% in 2023.



Net Operating Income

Considering the achievement of net interest income, other operating income and other operating expenses explained above, Bank Mega recorded net operating income of Rp4.33 trillion in 2023. This income dropped by 13.38% yoy as compared to the previous year of Rp5.02 trillion in 2022.

Income Before Income Tax

Taking into account the net non-operating income of Rp10.25 billion in 2023, the bank's profit before tax reached Rp4.34 trillion in 2023. This figure is 13.63% lower yoy compared to Rp5.03 trillion in the previous year.

Net Income for The Year

Bank Mega's bottom line performance shows a 13.37% yoy decline in 2023. The bank's profit for the year stood at Rp3.51 trillion in 2023. This is compared to Rp4.05 trillion in the previous year.

Total Comprehensive Income for The Year

Bank Mega posted a total comprehensive income for the current year of Rp3.96 trillion in 2023. This includes other comprehensive income of Rp447.91 billion. This profile is higher than the previous year's figure of Rp4.29 trillion.

Statements of Cash Flows

Cash Flows from Operating Activities

Bank Mega recorded net cash used in operating activities reaching Rp10.34 trillion in 2023. This was mainly influenced by higher payments of interest and other financing charges to Rp4.66 trillion compared to Rp3.13 trillion in

the previous year. In addition, the Bank also recorded a significant reduction in the deposits from customers in the form of term time deposits to Rp11.75 trillion in 2023.

(Expressed in millions of Rupiah)

Description	2023	2022	Changes	
			Nominal	(%)
Net cash (used in)/ provided by operating activities	(10.338.799)	16.607.084	(26.945.883)	(162,26%)
Net cash (used in)/ provided by investing activities	4.289.311	(13.443.463)	17.732.774	(131,91%)
Net cash flows used in financing activities	(1.787.532)	(1.239.405)	(548.127)	44,23%
Net (Decrease)/ Increase in Cash and Cash Equivalents	(7.837.020)	1.924.216	(9.761.236)	(507,28%)
Cash and Cash Equivalents at Beginning of The Year	19.516.551	17.592.335	1.924.216	10,94%
Cash and Cash Equivalents at The End of The Year	11.679.531	19.516.551	(7.837.020)	(40,16%)

Cash Flows from Investing Activities

Bank Mega recorded net cash provided by investing activity of Rp4.29 trillion for 2023. This performance was influenced by the proceeds from the sale of financial assets measured at fair value through other comprehensive income in the amount of Rp18.68 trillion in that year.

Cash and Cash Equivalents at End of Year

Supported by the availability of cash and cash equivalents at the beginning of the year in the amount of Rp19.52 trillion, Bank Mega managed to record cash and cash equivalents at the end of the year in the amount of Rp11.68 trillion.

Cash Flows from Financing Activities

Bank Mega recorded net cash used in financing activities of Rp1.79 trillion. This was mainly due to the payment of cash dividends of Rp2.84 trillion in 2023.



Key Financial Ratios

Bank Mega's financial performance in 2023 is also assessed on the basis of the financial ratios in the table below:

	2023	2022
Capital		
Capital Adequacy Ratio (CAR)		25,41%
Tier 1 ratio		24,64%
Tier 2 ratio		0,77%
CET 1 ratio		24,64%
Earning Assets		
Non-Performing Earning Assets and Non-Productive Assets to Total Earnings and Non Productive Assets		1,13%
Non-Performing Earning Assets to Total productive Assets		0,78%
Allowance for Impairment Losses for Financial Assets to Productive Assets		0,49%
Non-Performing Loans (NPL) - Gross		1,23%
Non-Performing Loans (NPL) - Net		0,91%
III. Rentability		
Return On (ROA)		4,00%
Return On Equity (ROE)		23,15%
Net Interest Margin (NIM)		5,42%
Operating Expense to Operating Income (BOPO)		56,76%
Cost to Income Ratio (CIR)		38,46%
Liquidity		
1. Loan to Deposit ratio (LDR)		68,04%
Compliance		
1. a. Percentage of Violation of Legal Lending Limit		
a.1. Related Parties		0,00%
a.2. Third Parties		0,00%
b. Percentage of Excess of Legal Lending Limit		
b.1. Related Parties		0,00%
b.2. Third Parties		0,00%
GWM Primary Rupiah		
Daily		0,00%
Average		7,85%
GWM Foreign Currency		4,03%
Net Open Position		0,22%



Solvency and Receivables Collectibility

Ability to pay debts

From an external perspective, Bank Mega's ability to pay its debts is reflected in the corporate rating assigned by Pefindo, which is idAA-/stable. An obligor rated idAA differs from the highest-rated obligors only to a small degree, and has a very strong capacity to meet its long-term financial commitments relative to that of other Indonesian obligors. The minus (-) sign indicates that the rating is relatively weak within its category.

The credibility of this rating can be demonstrated, among other things, by Bank Mega's ability to pay subordinated bonds that have been due for payment on time.

Ability to Pay Short-Term Debts (Bank Liquidity)

Bank Mega uses the minimum statutory reserve (MSR) ratio indicator to measure liquidity. Banks are required to maintain MSR in Rupiah currency in their commercial banking activities and MSR in foreign currency in their foreign currency transaction activities. As of December 31, 2023, and 2022, the Bank's GWM was calculated in

accordance with the Regulations for Members of the Board of Governors (PADG), which have undergone several changes. The results of the calculation of the GWM ratio are shown in the table above.

Ability to Pay Long-Term Debts (Bank Solvency)

Bank Mega's capital adequacy ratio or CAR stood at XX% in 2023, which is slightly lower than the previous year's CAR ratio of 25.42%. This ratio shows that the bank's solvency is still good as it has exceeded the minimum CAR ratio required by the regulator to cover credit risk, market risk and operational risk.

Bank Profitability

Bank Mega uses Return on Assets (ROA), Return on Equity (ROE), Net Interest Margin (NIM), Operating Expense to Operating Profit (BOPO) and Cost to Income Ratio (CIR) to determine the bank's profitability level. The bank's performance in terms of these ratios in 2023 can be seen in the table above.

Portfolio Kredit Bank Mega Desember 2023

Kredit berdasarkan kolektabilitas

(Dinyatakan dalam jutaan Rupiah)

	2023	2022	2021	Perubahan	
				2023-2022	2022-2021
Lancar	62.242.236	66.720.438	57.127.440	(4.478.202)	9.592.998
Dalam Perhatian Khusus	3.020.302	2.732.233	2.935.255	288.069	(203.022)
Kurang lancar	79.162	136.160	55.989	(24.182)	80.171
Diragukan	203.301	218.760	104.223	(10.314)	114.537
Macet	759.717	503.766	517.987	255.951	(14.221)
Jumlah	66.304.718	70.311.357	60.740.894	4.006.639	9.570.463

Bank Mega konsisten melakukan pemantauan terhadap kualitas kredit sebagai bentuk penerapan manajemen risiko. Secara berkelanjutan, Bank terus melakukan perbaikan kualitas kredit melalui diversifikasi portfolio dengan ke arah sektor yang memiliki kualitas lebih baik dengan melihat PDB sektor nasional dan kualitas kredit sektor internal Bank Mega maupun kualitas kredit sektor secara Nasional. Selain itu, Bank juga mempertimbangkan

pemberian kredit kepada debitur grup usaha dengan *backbone* kuat untuk menjaga tingkat kualitas kredit. Disisi lain, Bank telah dan terus akan melakukan program pelatihan dan pembekalan bagi seluruh pejabat dan petugas yang terkait dengan aktivitas kredit.



Total kredit pada tahun 2022 meningkat sebesar Rp9,57 triliun dari tahun 2021, akan tetapi pada 2023 mengalami penurunan sebesar Rp4 triliun, penurunan mayoritas disebabkan karena adanya pelunasan sebagian dari debitur besar. Rasio NPL mengalami tren kenaikan dari posisi 2021 yang sebesar 1,12% menjadi 1,23% pada 2022 dan

meningkat menjadi 1,57% pada 2023. Peningkatan rasio NPL pada 2023 selain disebabkan kenaikan nominal NPL, juga disebabkan oleh penurunan total kredit. Meskipun demikian, rasio NPL Bank Mega masih tetap berada dibawah rasio NPL Nasional sebesar 2,36% (data SPI OJK posisi terkini Nov23).

► Portfolio Restrukturisasi Bank Mega Desember 2023

Kredit berdasarkan kolektabilitas

(Dinyatakan dalam jutaan Rupiah)

	2023	2022	2021	Perubahan	
				2023-2022	2022-2021
Lancar	1.181.780	2.774.829	5.439.952	(1.593.049)	(2.665.123)
Dalam Perhatian Khusus	1.613.175	1.853.530	1.955.276	(240.355)	(101.745)
Kurang lancar	30.775	88.745	33.274	(22.198)	55.472
Diragukan	107.386	142.926	55.083	(32.761)	87.843
Macet	468.197	317.578	222.703	150.619	94.874
Jumlah	3.401.313	5.177.609	7.706.288	(1.776.2496)	(2.528.649)

Outstanding debitur restrukturisasi mengalami penurunan yang cukup signifikan, yaitu turun sebesar Rp2,53 triliun pada tahun 2022 dan turun sebesar Rp1,78 triliun pada tahun 2023. Penurunan didominasi karena sektor

debitur yang tidak masuk ke dalam sektor targeted pada ketentuan stimulus COVID-19 terbaru. Selain itu, Bank telah melakukan upaya dengan melakukan *monitoring* debitur secara ketat terutama debitur restrukturisasi.



Prime Lending Rate

As a form of compliance with the OJK Circular Letter No. 9/SEOJK.03/2020 on the Transparency and Publication of the Reports of Conventional Commercial Banks, Bank Mega discloses information on the Base Lending Rate (SBDK). Presenting information on the Base Lending Rate is the Bank's fulfillment of its obligations as a conventional commercial bank to report and publish the Prime Lending Rate in Rupiah.

The presentation of the prime lending rate shall be the basis for the determination of the credit interest rate that will be charged by the bank to the customer. However, the Prime Lending Rate does not take into account the estimated risk premium component, the amount of which depends on the Bank's risk assessment for each borrower or borrower group. Therefore, the lending rate charged to borrowers is not necessarily the same as the prime lending rate.

Tahun	Prime Rupiah Credit Interest Rate Based on Business Segment (Effective % per year)					
	Period	Corporate Credit	Retail Credit	Micro Credit	Consumer Credit	
					Mortgage	Non Mortgage
2023	March 2023	10,37%	10,64%	-	10,65%	9,52%
	June 2023	10,31%	10,58%	-	10,63%	9,50%
	Sep 2023	10,29%	10,56%	-	10,60%	9,50%
	Dec 2023	10,29%	10,56%	-	10,62%	9,53%
2022	Dec 2022	10,28%	10,69%	-	10,71%	9,59%

Structure and Management Policy on Capital Structure

Basis for Determining Management Policy on Capital Structure

In capital management, the Bank is required to maintain and strengthen the capital position that supports business growth and maintains the confidence of investors, depositors, customers and the market as reflected in the implementation of POJK No. 11/POJK.03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks. The Bank has taken into account on this regulation in evaluating and managing its capital adequacy. The Bank's implementation of this regulation is proof of the Bank's commitment to maintain a strong and resilient capital structure, in accordance with regulatory requirements and industry best practices.

Capital Structure Policy

In the context of calculating capital adequacy, Bank is required to calculate Risk-Weighted Assets (RWA) for Operational, Market, and Credit risks as a component in the calculation of Capital Adequacy Ratio (CAR). In order to calculate the capital charge and RWA for operational risk, Bank currently applies the Standard Approach (SA) in accordance with SEOJK No. 6/SEOJK.03/2020.

Furthermore, Bank has also conducted 2 trial runs for the calculation of operational risk capital charge using the Standardized Approach (SA) in accordance with the provisions of SEOJK No. 06/SEOJK.03/2020 on the Calculation of Risk Weighted Assets (RWA) for Operational Risk using the Standardized Approach, has been effectively applied since January 2023.

For the calculation of RWA for market risk, Bank uses the Standard Method, which refers to SEOJK No.38/SEOJK.03/2016 on the Guidelines for the Use of the Standard Method in the Calculation of Minimum Capital Requirements for Commercial Banks with Consideration of Market Risk.

With the issuance of SEOJK No.23/SEOJK.03/2022 on the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks, the Bank then must prepare a Report on the Calculation of RWA for Market Risk using the standardized approach or a simplified standardized approach. The Bank will also submit a trial run of the Report on the Calculation of RWA for Market Risk for the end of June 2023, September 2023, and December 2023 positions. Furthermore, this Report on the Calculation of RWA for Market Risk must be submitted for the first time

at the end of January 2024 for individual banks and at the end of March 2024 for consolidated banks.

In the calculation of RWA for credit risk, the preparation and calculation of RWA refers to SEOJK No.42/SEOJK.03/2016 on the Guidelines for the Calculation of Risk-Weighted Assets for Credit Risk using the Standardized Approach as amended by SEOJK No.11/SEOJK.03/2018 on the Amendment to SEOJK No.42/SEOJK.03/2016. Effective from January 2023, the preparation and calculation of credit RWA will change and refer to SEOJK No.24/SEOJK.03/2021 on the Calculation of Risk Weighted Assets for Credit Risk using the Standardized Approach which has adopted Basel 3 reforms.

The Bank's obligation in providing minimum capital according to risk profile as regulated in POJK No. 11/POJK.03/2016 is as follows:

- a. 8% of the RWA for Bank with a risk profile rating of 1;
- b. 9% until less than 10% of the RWA for bank with a risk profile rating of 2;
- c. 10% until less than 11% of the RWA for bank with a risk profile rating of 3;
- d. 11% until 14% of RWA for bank with risk profile ratings of 4 or 5.

Capital Structure

Based on POJK Regulation Number 11/POJK.03/2016, the Bank divides its capital into two parts:

- Tier 1 capital which includes primary core capital (Common Equity Tier 1) and additional core capital (Additional Tier 1).
- Tier 2 capital



Penjelasan lebih lengkap terkait struktur modal Bank Mega dijelaskan pada tabel berikut ini:

Tabel Struktur Permodalan Bank Mega 2022-2023

(Expressed in millions of Rupiah)

Capital	2023	2022
Core Capital		19.948.673
Supplementary Capital		623.096
Total capital for Credit Risk, Operational Risk, and Market Risk		20.571.769
Credit Risk - Weighted Assets		67.135.848
Operational Risk - Weighted Assets		12.972.988
Market Risk - Weighted Assets		843.854
Total Risk Weighted Assets for Credit Risk, Operational Risk, and Market Risk		80.952.690

Tabel Rasio Kecukupan Modal

Capital	2023	2022
CAR For Core Capital		24,64%
CAR For Credit Risk		30,64%
CAR For Operational and Credit Risk		25,68%
CAR For Market and Credit Risk		30,26%
CAR For Market, Operational, and Credit Risk		25,41%
CAR Based on Risk Profile		10,00%



Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Umum

(Expressed in millions of Rupiah)

Capital	31-Dec-23	31-Dec-22
I. Core Capital (Tier 1)		19.948.673
1. Common Equity Tier 1 (CET 1)		19.948.673
1.1 Paid-in capital (net of Treasury Stock)		5.870.462
1.2 Disclosed Reserves		14.108.994
1.2.1 Additional Factor		
1.2.1.1 Other comprehensive income		
1.2.1.1.1 Excess differences arising from translation of financial statement		-
1.2.1.1.2 Potential gain of the increase in the fair value of financial assets available for sale		-
1.2.1.1.3 Surplus of fixed assets revaluat		3.584.877
1.2.1.2 Other disclosed reserves		
1.2.1.2.1 Agio		6.347.491
1.2.1.2.2 General reserves		1.639
1.2.1.2.3 Previous year profit		1.219.484
1.2.1.2.4 Current year profit		4.052.678
1.2.1.2.5 Funds for paid-in capital		-
1.2.1.2.6 Merging Entities Equity**)		-
1.2.1.2.7 Others		-
1.2.2 Faktor Pengurang		
1.2.2 Deduction Factor		
1.2.2.1 Other comprehensive income		-
1.2.2.1.1 Negative differences arising from translation of financial statement		(354.703)
1.2.2.2 Other disclosed reserves		
1.2.2.2.1 Disagio		-
1.2.2.2.2 Previous year loss		-
1.2.2.2.3 Current year loss		-
1.2.2.2.4 Negative difference in allowance for possible losses and allowance for impairment on earning assets		(535.517)
1.2.2.2.5 Negative difference in adjusment amounts from fair value of financial assets in trading book		-
1.2.2.2.6 Required allowance for non earning asset		(206.955)
1.2.2.2.7 Others		-
1.3 Non controlling interest		
1.4 Deduction Factor of CET 1		(30.783)
1.4.1 Deferred tax calculation		-
1.4.2 Goodwill		-
1.4.3 Other intangible assets		(30.783)
1.4.4 Investments in share		-



Capital	31-Dec-23	31-Dec-22
1.4.5 Shortfall of capital on insurance subsidiaries		-
1.4.6 Securitisation exposure		-
1.4.7 Other deduction of CET 1		-
1.4.7.1 Placement of funds in instrumen AT 1 and/or Tier 2 to other bank		-
1.4.7.2 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will		-
1.4.7.3 Exposures that give rise to credit risk due the settlement risk (settlement risk) - Non Delivery Versus Payment		-
1.4.7.4 Exposures in Subsidiaries that do business activity based on sharia principles (if available)		-
2. Additional Tier 1 (AT 1)		
2.1 Instrument which comply with AT 1 requirements		-
2.2 Agio/Disagio		-
2.3 Deduction factor of AT 1		-
2.3.1 Placement of funds in instrument AT 1 and/or Tier 2 to other bank		-
2.3.2 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will		-
II Supplemental Capital (Tier 2)		623.096
1. Capital Instrument in the form of Stock or others which comply with Tier 2 Requirements		24.167
2. Agio/Disagio		-
3. General provision on earning assets (max. 1.25% credit risk - weighted assets)		598.929
4. Deduction supplemental capital		-
4.1 Sinking Fund		-
4.2 Placement of funds in instrument AT 1 and/or Tier 2 to other bank		-
4.3 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will		-
III. TOTAL CORE AND SUPPLEMENTAL CAPITAL		20.571.769



Material Commitments for Capital Expenditures

Bank Mega has no material commitments for investments in capital goods in the financial year 2023. Therefore, the Bank does not present information on this matter, including:

1. The name of the party issuing the commitments;
2. The purpose of the commitment;
3. Sources of funds available to meet the obligation;
4. The currency denomination of the obligation; and
5. The steps the bank intends to take to hedge the risks of the relevant foreign currency positions.

Realization of Capital Expenditures

Capital Expenditures

Bank Mega annually conducts capital expenditures, which is the activity of spending funds to acquire a number of assets or investments that are expected to provide future value.

Capital Expenditures Objective

Bank Mega pursues investment in fixed assets to support and enhance the overall operations of the Bank.

Types and Value of Capital Expenditures

The following table shows the types and value of investment in fixed assets:

Tabel jenis dan nilai investasi barang modal

(Expressed in millions of Rupiah)

Types of Capex	Nilai Investasi Barang Modal	
	2023	2022
Land	9.003	13.900
Building	400	185.154
Office equipment	68.708	53.761
Furniture and fixtures	4.080	5.914
Vehicle	2.477	5.630
Building improvements	5.954	4.978
Construction in progress	19.522	14.393
Right of use of assets	36.763	35.290
Total	146.907	319.020



Material Information and Material Information Subsequent Events

The Bank reported there was no material fact and information happened after accounting report date.

Dividend Policy and Its Distribution

Dividend Policy

The Dividend Policy is based on the Bank's Articles of Association, taking into account the IPO Prospectus issued by the Bank, as well as the provisions of the OJK as regulated by POJK No. 17 of 2023 on the Implementation of Commercial Bank Governance.

Dividends may be paid only in accordance with the financial capabilities of the Bank based on the decisions of the General Meeting of Shareholders (GMS), including the decisions of the CMS, which must also determine the time and procedure for the payment of dividends. Dividends

for a share shall be paid to the person in whose name the share is registered in the register of shareholders, taking into account the provisions of the Articles of Association of the Company, which shall be determined, or on the basis of the authority of the General Meeting, where the decision on the payment of dividends is taken, without prejudice to the provisions of the stock exchange regulations of the place where these shares are listed.

The chronology of the payment of dividends for 2023 and 2022 is as follows:

	2023	2022
Legal Basis	AGMS Resolution dated February 24, 2023	AGMS Resolution dated February 25, 2022
Fiscal Year	2022 audited financial report	2021 audited financial report
Infome for the year	4.052.678	4.008.051
Dividends (Rp Million)	2.836.818	2.800.000
Dividend per share (Rp)	241,618	402,081
Dividend Pay Out Ratio	69,99%	69,82%
Cash dividend announcement date	February 24, 2023	February 25, 2022
Cash dividend payment date	March 28, 2023	March 23, 2022

Information About Employee and/or Management Share Ownership Program (ESOP/MSOP)

As of December 31, 2023, Bank Mega has not yet implemented an employee and/or management share-based program. As a result, the Company does not provide any information regarding the number of ESOP/MSOP shares and their realization, the time period, the requirements for eligible employees and/or management, and the exercise price.

Information Regarding the Realization of the Use of Public Offering Proceeds

The Bank did not conduct a public offering of either shares or bonds throughout 2023. Therefore, the Company did not disclose information regarding the total proceeds; plan for the use of proceeds; details of the use of proceeds; proceeds balance; and the date of approval of the GMS/RUPO for changes in the use of funds (if any).

Material Information Regarding Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

As of December 31, 2023, Bank Mega has not made any investments, expansions, dispositions, acquisitions or restructurings of debt and capital. Accordingly, the Company does not provide information in this regard.

Material Information on Transactions that Contain Conflict of Interest and/or Transactions with Affiliated Parties/Related Parties

XXXXX
XXX

Transactions with Affiliates

In the normal course of its business, the Bank enters into transactions with related parties which are defined under SFAS No. 7 regarding "Related Party Disclosures".

Transactions with related parties are made on terms agreed by both parties, where such requirements may not be the same as other transactions undertaken with third parties. Material transactions and balances with related parties are disclosed in the notes to the financial statements and the relevant details have been presented in Note 39 of the financial statements as attached in this annual report.



Description	Total (Million)		Percentage (%)	
	2023	2022	2023	2022
Giro pada bank lain				
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	100	100	0.00008%	0.00007%
PT Bank Pembangunan Daerah Sulawesi Tengah	4	1	0.00000%	0.00000%
Efek-efek				
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	198,288	192.200	0.15020%	0.1356%
Kredit yang diberikan				
PT Trans Kalla Makassar	550.000	521.144	0.41651%	0.36765%
PT Duta Visual Nusantara TV 7	124.696	124.696	0.09443%	0.08797%
PT Trans Retail Indonesia	57.408	121.262	0.04347%	0.08555%
PT Trans Burger	8.501	9.757	0.00644%	0.00688%
PT Trans Coffee	4.984	5.000	0.00377%	0.00353%
PT Trans Entertainment	500.000		0.37865%	
Komisaris dan Direksi Perusahaan berelasi dibawah Rp1 miliar	51.070	54.315	0.03867%	0.03832%
Direksi dan Karyawan kunci	5.935	6.440	0.00449%	0.00454%
Lain-lain di bawah Rp1 miliar	15.998	15.836	0.01212%	0.01117%
Aset Lain-lain				
PT Duta Visual Nusantara TV 7	3.138	3.980	0.00238%	0.00281%
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	1.071	1.083	0.00081%	0.00076%
PT Trans Retail Indonesia	1.237	1.039	0.00094%	0.00073%
PT Para Bandung Propertindo	2.045	1.037	0.00155%	0.00073%
PT Trans Entertainment	1.659		0.00126%	
Lain-lain - di bawah Rp 1 miliar	6.601	6.709	0.00500%	0.00473%
Transaksi surat berharga				
Pembelian	3,731,813	-	724000%	-
Penjualan	7,304,962	-	1309000%	-
Giro	482,783	470.942	0.43770%	0,39%
Tabungan	113,643	145.624	0.10300%	0,12%
Deposito berjangka	1,717,317	1.827.590	155700%	1,51%
Simpanan dari bank lain	1,202,082	568.738	108990%	0,47%
Obligasi subordinasi	48.000	38.000	0.04350%	0,03%
Beban yang masih harus dibayar dan liabilitas lain-lain	4.703	5.547	0.00430%	0,01%
Pendapatan bunga	101.022	82.508	0.98870%	0,91%
Beban bunga	46.167	69.702	0.98530%	2,18%
Beban asuransi kesehatan karyawan				
PT Asuransi Umum Mega	23.386	19.464	159810%	1,43%
PT PFI Mega Life Insurance	2.436	1.900	0.16650%	0,14%



Description	Total (Million)		Percentage (%)	
	2023	2022	2023	2022
Beban Iklan				
PT Televisi Transformasi Indonesia	96,443	87.572	534130%	4,74%
PT Trans Digital Media	3,917	14.143	0.21690%	0,77%
PT Duta Visual Nusantara TV 7	4,662	6.947	0.25820%	0,38%
PT Trans News Corpora	1,229	1.159	0.06810%	0,06%
Lain-lain - di bawah Rp1 miliar	367	949	0.02030%	0,05%
Pendapatan Sewa				
PT Allo Bank Indonesia Tbk	9,776	11.705	2324850%	24,97%
PT Duta Visual Nusantara TV 7	8,425	8.425	2003570%	17,97%
PT Bank Mega Syariah	5.040	4.721	1198570%	10,07%
PT Asuransi Umum Mega	4,106	4.432	976460%	9,45%
PT Mega Capital Sekuritas	2,628	2.900	624970%	6,19%
Lain-lain - di bawah Rp1 miliar	3,125	3.950	743160%	8,43%
Liabilitas komitmen -neto				
PT Trans Retail Indonesia	1.760	2.348	0.02740%	-
Liabilitas kontinjensi-neto				
PT Trans Retail Indonesia	82.200	63.500	2259955%	-
PT Trans Fashion Indonesia	41,419	59.439	1138748%	-
PT Alfa Retailindo	5,477	5.537	150581%	-
Lain-lain - di bawah Rp1 miliar	631	1.325	0.17348%	-



Kredit Partisipasi (Selldown) Per tgl. 31/12/23

No Rek Bank Mega	Debitur	Facility		Bank Mega	
			Qcy	Plafond	Outstanding
18020053856345	PT. Batam Indo Agri Perkasa	Term Loan 1	IDR	1.039.999.900.000,00	953.299.900.000,00
18020051732095	PT. Indah Kiat Pulp & Paper	Demand Loan 1	IDR	905.000.000.000,00	905.000.000.000,00
18020050177766	PT. Pabrik Kertas Tjiwi Kimia	Demand Loan	IDR	500.000.000.000,00	500.000.000.000,00
18020050180220	PT. OKI Pulp & Paper	Demand Loan	IDR	907.500.000.000,00	907.500.000.000,00
0	PT. Amman Mineral Nusa Tenggara	Term Loan	USD	0,00	0,00
18022050006280	PT. Amman Mineral Nusa Tenggara	Fixed Loan 1	USD	63.920.000,00	63.760.000,00
18022050006296	PT. Amman Mineral Nusa Tenggara	Fixed Loan 2	USD	11.985.000,00	11.955.000,00

Kredit Club Deal Per tgl. 31/12/23

	Debitur	Facility		Bank Mega	
			Qcy	Plafond	Outstanding
18020053857070	PT. Bintani Megah Indah	Term Loan 1	IDR	49.100.652.032,12	47.750.652.032,12
18022050006207	PT. Dirgantara Karya Cipta	Term Loan	USD	65.000.000,00	48.750.005,00
18020053859833	PT. Karya Mandiri Digdaya Maju	Term Loan	IDR	2.293.431.932.750,00	1.597.211.425.250,00
18020053859849	PT. Kinerja Prima Makmur Sentosa	Term Loan	IDR	1.565.097.921.625,00	1.114.137.504.964,00
18020053856595	PT. Kalimantan Sanggar Pusaka	Term Loan - Tranche 1	IDR	44.804.892.560,40	41.668.550.080,40
18020053856580	PT. Cipta Sinar Indah	Term Loan	IDR	822.531.763.902,09	764.954.540.426,09
18022050006184	PT. Madya Pratama Surya Cemerlang	Term Loan	USD	66.700.000,00	46.689.994,00
18022050006190	PT. Adyatama Cipta Cemerlang	Term Loan	USD	62.000.000,00	46.500.000,05
18020053858425	PT. Muara Data Sentosa	Term Loan	IDR	79.287.000.000,00	63.429.600.000,00
18022050006137	PT. Cakra Wisesa Karya Makmur	Term Loan	USD	124.000.000,00	84.733.327,00
18020053860147	PT. Tamaris Prima Energi	Term Loan 3	IDR	18.006.556.435,68	16.881.556.435,68
18020053857001	PT. Trans Kalla Makassar	Term Loan - Tranche A	IDR	50.000.000.000,00	50.000.000.000,00
18020053856990	PT. Trans Kalla Makassar	Term Loan - Tranche B	IDR	500.000.000.000,00	500.000.000.000,00



		Allo Bank			Bank Mega Syariah		Information
	Qcy	Plafond	Outstanding	Qcy	Plafond	Outstanding	
	IDR	-	-	-	0	0	Selldown ke Allo Bank bulan Juni 2021 Rp 250 bio
	IDR	-	-	-	0	0	Selldown ke Allo Bank bulan Juli 2021 Rp 250 bio
	IDR	-	-	IDR	200.000.000.000,00	200.000.000.000,00	Sub Partisipasi dg BMS th 2017
	-	-	-	-	85.000.000.000,00	0	Disubpartisipasi ke BMS Rp 85 bio
	-	-	-	USD	10.000.000,00	3.300.000,00	Jadi Bilateral dari Liberty ke Pertiwi
	-	-	-	USD	5.000.000,00	4.500.000,00	
	-	-	-	USD	10.000.000,00	9.000.000,00	

		Allo Bank			Bank Mega Syariah		Information
	Qcy	Plafond	Outstanding	Qcy	Plafond	Outstanding	
	IDR	-	-	-	-	-	- Club Deal fas. TL dg Allo Bank bln Mar'22
	-	-	-	-	-	-	-
	IDR	-	-	USD	-	-	- Club Deal bln Mar'22
	-	-	-	-	-	-	-
	IDR	-	-	USD	-	-	- Awal pemberian fasilitas di Allo Bank merupakan club deal, kemudian pada 22/03/2022 dilakukan selldown o/s Bank Mega kepada Allo Bank Rp.500M
	IDR	-	-	USD	-	-	- Club Deal bln Des'21
	IDR	-	-	IDR	-	-	- Club Deal dg BMS dan Allo fas. TL 1 bln Sept'21
	IDR	-	-	-	-	-	- Club Deal dg Allo bln Sept'21
	IDR	-	-	IDR	-	-	- Club deal dg Allo dan BMS bln Jun'22
	IDR	-	-	-	-	-	- Club deal dg Allo bln Mar'22
	IDR	-	-	IDR	-	-	- Club deal dg All dan BMS bln Jun'22
	IDR	-	-	USD	-	-	- Club Deal dg BMS dan Allo bln Nov'21
	IDR	-	-	-	-	-	- Club Deal dg Allo Bank bln Sept'22
	IDR	-	-	-	-	-	- Club deal dg Allo bln Feb'22
	IDR	-	-	-	-	-	-



Changes in Laws and Regulations That Have a Significant Effect on the Company

Regulatory changes that are expected to affect Bank Mega in 2023 are as follows:

Jenis Peraturan	Tentang	Dampak Terhadap Bank Mega
Otoritas Jasa Keuangan		
POJK No. 17 Tahun 2023	Penerapan Tata Kelola Bagi Bank Umum	XXX
SEOJK No. 16/SEOJK.03/2023	Perhitungan Permodalan untuk Eksposur Bank Terhadap Lembaga Central Counterparty.	XXX
SEOJK No. 17/SEOJK.03/2023	Persyaratan Margin untuk Transaksi Derivatif yang Tidak Diklirinkan melalui Lembaga Central Counterparty.	XXX
Bank Indonesia		
PBI No. 4 Tahun 2023	Pinjaman Likuiditas Jangka Pendek bagi Bank Umum Konvensional	XXX
PBI No. 7 Tahun 2023	Devisa Hasil Ekspor dan devisa Pembayaran Impor	XXX
PBI No. 6 Tahun 2023	Pasar Uang dan Pasar Valuta Asing	XXX
PBI No. 10 Tahun 2023	Perubahan atas Peraturan Bank Indonesia Nomor 4 Tahun 2023 tentang Pinjaman Likuiditas Jangka Pendek bagi Bank Umum Konvensional	XXX
PBI No. 11 Tahun 2023	Kebijakan Insentif Likuiditas Makroprudensial	XXX
PBI No. 12 Tahun 2023	Penerbitan Instrumen Pasar Uang dan Transaksi Pasar Uang	XXX

Changes in Accounting Policies and Their Impact on the Company

The following are amendments and improvements to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- Amendments to PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;
- Amendments to PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as Current or Non-Current;
- Amendments to PSAK 16: Fixed Assets Related to Proceeds Before Intended Use;

- Amendments to PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;
- Amendment to PSAK 46: Income Tax regarding Asset-Related Deferred Tax and Liabilities Arising from a Single Transaction; and
- Revised PSAK 107: Accounting for Ijara.

The implementation of the above standards had no material effect on the amounts reported for the current period or prior financial period.



Target, Actual, and Projection

The comparison between the Company's targets and actuals for 2023 and projections for 2024 is as follows:

(Expressed in millions of Rupiah)

Description	2023		2024
	Target	Actual	Target
Total Aset	144,88	132,05	149,92
Kredit	75,70	65,69	82,25
DPK	108,95	89,44	116,37
Giro	13,77	10,13	15,03
Tabungan	16,05	15,66	19,17
Deposito	79,13	63,65	82,17
Laba Sebelum Pajak	5,54	10,22	11,25
Laba Tahun Berjalan		4,34	6,05
Capital Structure			
CAR	26,81	26,17	25,48

Business Strategy of the Bank

The Bank's business development strategy is based on the development of reliable human resources, transformation of information technology systems to support the development of digital banking, improvement of business processes and strong synergy within the CT Corpora Group to develop retail business, with a focus on each business segment as follows:

- Loan disbursement by increasing volume, increasing fee-based income and improving credit quality
- Growth in Third Party Funds (TPF) through acquisitions and onboarding; increase in low-cost funds and number of transactions; and optimization of wealth products for affluent clients.
- Growth in credit cards through acquisition growth with good and healthy quality, growth in loans outstanding, digital transformation and increased fee-based income
- Sustained growth in treasury services, including by investing the Bank's excess liquidity in assets with relatively lower risk such as government bonds and also placement with Bank Indonesia; managing the funding gap between assets and liabilities; and ensuring that the Bank's liquidity stability is well maintained.



Business Prospect

The Indonesian government said that Indonesia's economic outlook will grow by 5.1 percent in 2023, lower than the initial estimate of 5.3 percent. This is in line with the slowdown in the world economy and the challenge of the

rise in inflation, which will have an impact on consumption growth. The Ministry of Finance's baseline assumptions for the 2023 economic outlook and 2024 RAPBN are:

Indicators	Outlook 2023	RAPBN 2024
Economic Growth (%yoy)	5,1	5,2
Inflation (%yoy)	3,1	2,8
Exchange Rate (Rp/US\$)	15.100	15.000
10 Year SUN Interest Rate (%)	6,8	6,7
Indonesian Crude Oil Price (US\$/barrel)	78	80
Crude Oil Lifting (thousands of barrels per day)	614	625
Gas Lifting (thousand barrels of oil equivalent per day)	985	1.033

Meanwhile, Bank Indonesia expects Indonesia's economy to continue growing well and resilient to global spillover effects. According to Bank Indonesia, the continued good economic growth is also reflected in the performance of key economic sectors such as manufacturing, mining, construction, and related services including transportation and storage, accommodation and food services, and information and telecommunication.

Based on these developments, Bank Indonesia estimates that economic growth will reach the range of 4.5 - 5.3% in 2023 and will increase to 4.7 - 5.5% in 2024.

In line with Indonesia's economic outlook, the Bank's policy direction is to transform from a mid-sized bank to a large bank based on the reliability of the ecosystem that combines financial services and retail transactions. In addition, in connection with the development of digital

technology that is increasingly influencing the business model of the banking industry, the Bank is also transforming its business model to a digital ecosystem so that the Bank can become a one-stop banking solution for its customers.

To achieve the above objectives, the strategic steps that will be taken include:

- Synergies with companies in the CT Corpora to increase business volumes, create new business opportunities and increase the number of branch networks in a planned manner.
- Leveraging appropriate ecosystems and synergies to create new products and services that benefit customers and the Bank.
- Transform information technology to support the development of retail and digital banking businesses, mitigate operational risks, and increase efficiency of operating costs

Information on Business Continuity

Matters that may have a significant impact on business continuity

In line with estimates that the Indonesian economy will continue to grow well and be able to withstand the impact of global spillovers as reflected in the performance of various business sectors that are still well sustained, Bank Indonesia forecasts that economic growth will increase to 4.7% - 5.5% in 2024. The economy, which is expected to grow at a stronger pace, is supported by higher estimated private consumption, which is expected to grow by 4.7 to 55.5 percent in 2024. Investment is also estimated to grow by 5.1 percent to 5.9 percent, or stronger than the 3.7 percent to 4.5 percent in 2023.

It is hoped that this optimism about household consumption and investment growth can support bank lending. After an estimated growth of 9-11% in 2023, the growth of bank credit is expected to be 10-12% in 2024.

In line with this, the government also estimates that the growth of household consumption will be stronger in 2024, when the general election and the Pilkada will be held at the same time. The government stated that national political stability is expected to be maintained, which will encourage optimism among the public and business actors for the continuation of economic activities and the positive trend of new job openings. In addition, the improvement of social welfare levels will also be a driver of consumption in 2024. Cumulatively, the Government is aiming to see the economy grow by 5.2% in the coming year.

Management Assessment of Business Continuity Factors

Bank Mega evaluates the implementation of the strategy and assesses the bank's ability to achieve the goals set out in the bank's business plan (RBB) in order to ensure business continuity. This step was taken taking into account the dynamics occurring in the macro economy and the banking industry.

In this regard, the Board of Commissioners and the Board of Directors have an active role in the management of the bank's internal strength, which has an important influence on Bank Mega's business continuity. This active role can be seen in the preparation and implementation of the bank's strategy, in addition to the evaluation of the periodic financial reports.

Bank Mega's long and proven track record in banking is supported by strong parent support and synergies. Business synergies with business groups with PT CT Corpora as well as other factors that are the bank's competitive advantage are strengthened by Pefindo's assignment of the Bank's corporate rating, is the key to Bank Mega's business continuity in the coming year, which will continue to be well-maintained.

Assumptions used by management in conducting the assessments

Several important aspects of bank management such as capital, liquidity, profitability and asset quality are taken into consideration by Bank Mega in the assessment of business continuity with reference to the RBB. These four key aspects are then described in the RBB and are the parameters for Bank Mega's business continuity management in the national banking industry. The Bank also uses these four key aspects as indicators to evaluate how the Bank performs compared to previously set targets. In addition, Bank Mega also prioritizes sustainable financial aspects through the alignment of business with environmental sustainability aspects, social aspects, and good corporate governance.



Business Supporting Overview

Human Capital

Human Resources Focus and Development

The human resources development program will continue to be developed and refined throughout 2023 to ensure its continued contribution. This development and refinement process will be optimized through the use of a multi-platform human resource management technology system. The development program is a combination of human resources and organizational resources, with the involvement of technology, which will be increasingly integrated into both the program and its implementation process.

Human Resources Fulfillment

The Bank's need to fill critical positions and other positions with employees who are competent in their fields of expertise is carried out through internal and external sourcing. The process of fulfilling human resources is carried out online through various job portals, and various activities are also carried out offline, including walk-in interviews, campus recruiting, and job fairs. The Employee Referral Program is also a way to fill the positions required by the bank. Employer branding is carried out through the Bank's social media to attract potential talent.

In 2023, 2,202 people were fulfilled from external sources, with the composition of human resources located at the Head Office amounting to 574 people or 26% and human resources from regional offices and branches amounting to 1,628 people or 74% of the total fulfillment that exists.

The need to fulfill human resources is also carried out through development programs that are generalist and functional in nature and are specifically developed in accordance with the Bank's objectives and needs. The selection of the participants in the programs is carried out in stages that are systematically defined with reference to the criteria established by the Bank.

Career Development

The Bank continuously implements employee career development programs in order to retain talents or human resources that are competent and of good quality, and to achieve an optimal level of employee performance. The career development program is implemented by taking into account the employee's career planning and calculating the employee's needs as determined by the Bank. Career development in an organization can occur within the same function or job family, or cross-functionally to different areas

by enhancing or developing potential and competencies. Employee career management is carried out by ensuring that positions are filled through promotion from within, and that employees are provided with training or development opportunities according to their needs.

Organizational Development

The Organizational Development Program is implemented to assist the Bank in achieving business growth in line with organizational strategies and plans.

Both internal and external factors are considered in the development of this organization. Internal factors, such as the quality of human resources and coordination between individual work units, both business units and support units, are crucial. Meanwhile, external factors such as the development of digital technology and the increasing competitiveness of the banking industry are things that need to be considered. The optimization of organizational functions is necessary to achieve higher business performance, which is continuously achieved by improving the organization in each line and function.

Employee Education, Development and Training

In line with the Bank's aspirations, employee skills are enhanced to enable them to meet the business challenges of the banking world. Various human resource development and training programs have been implemented throughout 2023. The Bank is committed to promoting the improvement of human resource competencies and skills needed in the future to adapt to the increasingly developing digital era.

The Bank has implemented 1,367 training programs with more than 100,000 participants throughout 2023, including competency certification, hard and soft skills training, and leadership. Training is organized according to the needs and objectives of learning, namely face-to-face and digital learning using virtual learning, hybrid and e-learning methods. Digital learning is the Bank's effort to take advantage of technological and digital developments so that employee capacity building can take place anywhere, anytime.

The curriculum and development and training modules are aligned with all business processes directly related to business and support functions. The Bank also organizes various forums or trainings related to regulatory requirements

and policies, including APU/CFT, Anti-Fraud Strategy, and Handling and Resolving Customer Complaints, which aim to create awareness and increase the competency of employees in terms of risk and control.

The competency certification program is organized by the Bank with reference to the Indonesian National Work Competency Standards (SKKNI) and the Indonesian National Framework (KKNI) applicable to banking and financial services. The Bank also conducts regular monitoring of compliance with the required competency certification and maintenance of competency certification in accordance with its area of expertise. These competency certification programs are Risk Management Certification (SMR), Rupiah Payment and Currency Management System (SPPUR), Treasury, AAJI, WPPE-P and WAPERD Certification, as well as other certifications as needed, including IT and Audit Certification.

The Bank also implements several programs to build competency in the business area to support business performance, including the development program for branch managers through the Branch Manager Training Program (BMTP), training programs for the marketing team through the Retail Funding Officer Training Program (RFOTP), Retail Funding Training Program (RFTP), Retail Funding Acquisition Training Program (RFATP), and Telemarketing Officer Training Program (TOTP). For the Operations function, the Operations Supervisor Development Program (OSDP) is conducted to enhance the competency of employees in operational work functions.

The Bank continuously organizes leadership and entrepreneurship development programs to prepare future leaders through the Mega Management Development Program (MMDP). The MMDP provides a comprehensive understanding of banking business processes from both academic and practical perspectives. Graduates of the MMDP program have been placed in various work functions. They currently occupy key positions, both structural and functional.

The Bank is also organizing a program to prepare employees who are talented and professional in the field of IT through the Information Technology Development Program (ITDP), which will carry out digital transformation and support the Bank in industrial competition in the digital era.

To support employee learning and development programs, the Bank has provided an e-learning platform as a learning medium for employees that can be accessed anytime and anywhere. The e-learning program is also a concern for the Bank, which can support efficiency while paying attention

to the effectiveness of the programs being implemented. With a learning model that is more dynamic, interactive and informative, the Bank continues to improve learning modules, infrastructure and the use of technology.

Throughout 2023, the Bank has conducted e-learning with more than 40,000 participants for various modules, including Corporate Regulations, Complaints Handling, APU/PPT, IT Security Awareness, Good Corporate Governance, Sustainable Financial Action Plan (RAKB) and Basic Credit. Learning through e-learning will continue to increase and be developed according to the Bank's needs.

HR System Development

Human resources management will be supported in its implementation by digital technology systems with employee self-service systems including performance management, online attendance, online recruitment, e-learning and others that can be accessed on multiple platforms. The development and improvement of the human resources system will continue throughout 2023 by optimizing the employee self-service system and improving existing processes, such as adding features such as the document/certificate submission module, the employee insurance participation registration module, the Know Your Employee (KYE) module, the employee leave module, and the online employee credit module. (KYE) module, employee leave module, and online employee loan application module.

This digital technology support will continue to be developed into a more comprehensive, multi-platform, integrated human resources system that is more informative, easier to use, and more effective in supporting human resources activities. Employee information and communication tools will continue to evolve based on technology. This change will be continuous with the development of the organization to further improve customer experience in terms of service quality and employee experience as customers.

The development of the banking business in the year 2023 will be influenced by the increasingly rapid advances in technology and will become a challenge for all sectors of the industry. Banks must continue to develop initiatives to manage human and organizational resources so that they are focused on achieving predetermined goals and are able to adapt to current and future business challenges. The human resource management system will be consistently developed to improve the performance and commitment of employees to meet the needs of the bank in carrying out its business functions. The increasing use of digital-based technology continues to be one of the driving factors for the Bank to further develop technology-based systems and infrastructure to manage human resources effectively and



efficiently. The employee demographic, which is currently dominated by the Millennial and Generation Z generations, also requires the Bank to pay attention to the harmony of the way of working so that it remains relevant to current conditions, both internal and external.

Employee Demographic Table

The employee demographics as of December 31, 2023 are shown in the following tables.

Number of Employees by Gender/Sex (People)

Gender	2023	2022
Male	2.853	2.862
Female	3.391	3.269
Total	6.244	6.131

Number of Employees by Grade (People)

Age	2023	2022
20-24 years	549	419
25-29 years	1.494	1.431
30-34 years	1.151	1.247
35-39 years	1.215	1.279
40-44 years	924	881
45-49 years	445	439
50-54 years	392	370
55-59 years	62	54
'>60 years	12	11
Total	6.244	6.131

Number of Employees by Position (People)

Grade/Organization Level	2023	2022
Vice President	317	315
Manager	1.294	1.207
Officer	2.412	2.353
Administration	2.221	2.256
Total	6.244	6.131

Number of Employees by Employment Status (People)

Employment Status	2023	2022
Permanent Employee	4.729	4.735
Non-Permanent Employee	1.515	1.396
Total	6.244	6.131



Number of Employees by Education Level (People)

Education Level	2023	2022
High School	204	209
Diploma (1-2)	26	27
Diploma (3-4)	950	970
Bachelor's Degree	4.875	4.727
Graduate & Post Graduate Degree	189	198
Total	6.244	6.131

Completion of Human Resources Development Programs

Jenis Program Pengembangan Tahun 2023	Total			
	Batch	%	Participants	%
Retail Funding Officer Training (RFOT)	4	13%	28	4%
Retail Funding Training Program (RFTP)	10	33%	327	48%
Frontliner Training Program (FLTP)	1	3%	11	2%
Contact Center Training Program (CCTP)	2	7%	34	5%
Telemarketing Officer Training Program (TOTP)	4	13%	47	7%
Branch Manager Training Program (BMTP)	7	23%	169	25%
Mega Management Development Program (MMDP)	1	3%	24	4%
Operation Supervisor Development Program (OSDP)	1	3%	45	7%
Information Technology Development Program (ITDP)	4	100%	685	100%
Total	30	13%	28	4%



Employee Education, Development and Training

	Type of Program	Batch	Participants
Certification Program	Risk Management Certification	26	624
	Rupiah Payment & Money Management System Certification	119	2,311
	Treasury Certification	5	9
	AAJI Certification	77	121
	WPPE-P Certification	91	301
	Waperd Certification	11	33
	Certified Fraud Manager (CAFM) Certification	1	1
	Certified Information System Auditor (CISA) & Exam	1	1
	Certified Ethical Hacker	1	1
	Advocate Certification	1	1
	IBM Certification	1	1
	Data Center Certification	1	1
	Internal Audit Certification	1	1
Training Program	Retail Funding Officer Training (RFOT)	4	28
	Retail Funding Training Program (RFTP)	10	327
	Retail Funding Acquisition Training Program (RFATP)	1	11
	Telemarketing Officer Training Program (TOTP)	2	34
	Branch Manager Training Program (BMTP)	4	47
Development Program	Mega Management Development Program (MMDP)	7	169
	Operation Supervisor Development Program (OSDP)	1	24
	Information Technology Development Program (ITDP)	1	45
Other In-House Training Programs	Training (in addition to certification, training and development programs), workshops, socialization, on-the-job training and coaching	815	45,634
Other Off-House Training Programs	Various off-house programs in addition to the Certification Program	172	408
Total		1.353	50.133



Information Technology



Digital banking continues to grow rapidly, especially since the COVID-19 pandemic outbreak in early 2020. Since then, the standard for conducting banking transactions has changed. It is no longer necessary to visit a branch or an ATM. As one of the evolving banks, Bank Mega continues to improve the best digital experience for customers through product innovation that meets their needs and lifestyles. In addition to product and feature innovation, the bank also consistently invests in information technology (IT) and security systems. This ensures the reliability, stability, and security of its systems. Throughout 2023, the Bank has continued to develop information technology that can improve services to customers. These include:

1. Enhanced Features in Personal Electronic Banking (M-Smile)
 - a. Online credit card application for digital credit cards, allowing customers to make online transactions immediately without waiting for the physical credit card.
 - b. Loan On Card application is a request for disbursement of funds up to 50% of the credit card limit, which can be withdrawn at any time through a quick and convenient process.
 - c. Enhanced the Quick Response Code Indonesian Standard (QRIS) service to allow for cross-border transactions (QRIS Crossborder). It can now be used for payment transactions in Thailand, Malaysia and Singapore.
 - d. Easily perform remittance transactions, withdraw cash and deposit cash using the Indonesian Standard Quick Response Identification System (QRIS) via ATM/Merchant/Agent connected to other Payment Service Providers quickly, securely and conveniently.
 - e. CT Corp Group's lifestyle features can be easily accessed through the Explore feature.
 - f. Enhancements made to existing features and services include:
 - i. Addition of payment services with improvements in digital money recharge, airfare payment, insurance and signal car tax.
 - ii. Development of comprehensive mobile banking security for the maintenance of application stability, cybercrime and customer data security.
 - iii. Development of the loyalty points function in MPC Point and easy viewing of credit card data in a secure manner.
2. Sustainable development of national open API payment system standards (SNAP) with industry standards set by the regulator.
3. As a provider of information technology services (PJT) for LJK Bank in CT Corpora.



4. Other developments in the area of reconciliation system, regeneration process, data center security enhancement and disaster recovery plan (DRP) improvement.
5. Development of branch services to keep up with developments in banking digitalization, namely with the Branch Delivery System Application.

Bank Mega consistently invests in information technology (IT) and security systems to ensure the reliability, stability, and security of its systems to support various efforts to enhance its digital capabilities. In 2023, the total investment in IT will amount to Rp_____, which is an increase of ____% compared to the investment made in the previous year.

IT Management

Bank Mega has an Information Technology Steering Committee, which is a working institution that involves the Board of Directors in determining the strategic direction for developing IT applications and infrastructure to support the Bank's business.

Bank Mega has obtained ISO 27001:2013 certification for its Information Security Management System, which demonstrates the Bank's commitment to continuously improve the security of the Bank's system environment.

IT Governance is implemented by the Bank as an important operational asset that can increase the Bank's added value and competitiveness, although its implementation involves various risks. This implementation includes the alignment of the IT Strategic Plan with the Bank's business strategy, the optimization of resource management, the use of IT (Value Delivery), and the inclusion of a well-performed information security risk control in order to maintain the confidentiality, integrity, and availability aspects of the Bank's information.

Evaluation of the implementation of IT activities at Bank Mega includes risk and audit aspects as a form of control and control in maintaining the check and balance process in the Bank's internal IT development. The form of evaluation carried out by the Bank includes the monitoring of risk data parallel to the implementation of IT development, as well as the examination of administrative and technical aspects of the operation of IT applications and systems.

Role of Information Technology

Information Technology at Bank Mega is considered an important operational asset in supporting the general operational and business activities of the bank. A competent IT is supported by annual IT capacity and resource planning. This enables IT to support planned business activities that are expected to occur within a predetermined time period. In developing new business through the Bank's products,

IT provides appropriate resources to meet these needs, including the provision of competent technical personnel and adequate infrastructure.

Information Technology at Bank Mega prioritizes efficient operational processes that follow the business needs of the bank. The IT development process and IT operations are continuously updated in accordance with the latest IT developments and applicable banking standards.

IT Focus and Development in 2023

Bank Mega's IT development focus is on the development of applications to support banking products, such as a wealth management system to sell wealth products such as bonds, and a trade finance system to support trading processes involving the bank's counterparties. In addition, the development of Internet banking for corporate customers is a strategic project in Bank Mega's IT application development. In terms of IT application services, Bank Mega has completed several stages of development of the BI-FAST system, which is Bank Mega's flagship mobile banking channel transfer function, in order to enhance system stability and reliability so that customer transactions are more convenient.

IT Development Strategy for 2023

Bank Mega implements IT application development strategically divided into 5 (five) aspects;

- Channel Transformation
 - Represented in the development of corporate Internet banking revamp
 - Participating in the development of mobile banking functions (M-Smile)
- Single Customer View
 - Represented in the development of data management system
- Credit Management
 - Represented in the development of LOS (Loan Originating System) for secured & unsecured loans
- Supporting System
 - Represented in the development of Talkbot, Branch Transformation via BDS (Branch Delivery System) development, Human Resources System development, Reconciliation System development, etc.
- Product Enrichment
 - Represented in the development of Trade Finance System, BI-FAST Phase II, Open API, Credit Card System Enhancement, etc.

IT Development Strategy for 2024

In addition to IT applications, Bank Mega implements strategic development in the field of IT infrastructure, which is divided into 1 (one) aspect, namely Operational Excellence, which includes;

- Sustainable development of IT infrastructure including core banking hardware and core credit system, network and server hardware, and security system.
- Continuous development of data center facilities including improvement of electrical and mechanical systems
- Development of security projects such as security assessment through penetration testing and vulnerability assessment of the Bank's IT applications and implementation of DDOS protection.

As stated in the Bank's Business Plan, Bank Mega's policy direction is to carry out a transformation from a medium-sized bank to a large bank based on the reliability of an ecosystem that combines financial services and retail transactions, so this IT Strategy Plan contains imperatives and initiatives that will be implemented by IT to support the Bank's policy direction.

The Bank is consistently committed to always invest in the IT area, both in the areas of technology, applications, infrastructure, which includes security (cyber security), data management, and is committed to building quality IT Human Resources (HR) to always provide products - the best IT products, quality, and meet security factors.

The Information Technology Strategy Plan (RSTI) was prepared as a guide for IT to support the Bank's business growth during the period 2024 - 2028, which covers 3 (three) areas, including:

1. Strategic Application,
2. Information Technology Infrastructure,
3. Information Technology Organization and Governance.

These three areas are in line with the Bank's vision and mission, which resulted in 5 (five) strategic intentions in the development of the Information Technology Strategic Plan:

Visi dan Misi Bank Mega



IT Development in 2024

Some of Bank Mega's IT developments planned to be implemented in 2024 are as follows:

- Updates of Internet banking systems and corporate electronic banking services
- Development of data management with the concept of CRM (Customer Relationship Management)
- Development of onboarding functions, cashless payment functions, product functions, and corporate ecosystem functions in Bank Mega Mobile Banking
- Development of credit processing system including credit scoring review, collection scoring review and restructuring
- Development of an open API for Bank Mega in cooperation with the CT Corpora ecosystem and third parties, with national standards and in accordance with regulatory requirements.
- And other things that will be continuously developed to support the bank's operations.



Capital and Risk Management

Key Metrics Report

No.	Description	
Modal yang Tersedia (nilai)		
1	Common Equity Tier 1 (CET1)	
2	Core Capital (Tier 1)	
3	Total Capital	
Risk Weighted Assets (Value)		
4	Total Risk Weighted Assets (RWA)	
Risk-based Capital Ratio in the form of a percentage of RWA		
5	CET1 Ratio (%)	
6	Tier 1 Ratio (%)	
7	Total Capital Ratio (%)	
Additional CET1 which functions as a buffer in the form of a percentage of RWA		
8	Capital Conservation Buffer (2.5% of ATMR) (%)	
9	Countercyclical Buffer (0 - 2.5% of ATMR) (%)	
10	Capital Surcharge for Systemic Banks (1% - 2.5%) (%)	
11	Total CET1 as buffer (Line 8 + Line 9 + Line 10)	
12	CET1 components for buffers	
Leverage Ratio according to Basel III		
13	Total Exposure	
14	Leverage Ratio value, including the impact of adjustments to temporary exemptions for placement of current accounts with Bank Indonesia in order to comply with the GWM requirements (if any)	
14b	Leverage Ratio value, excluding the impact of adjustments to temporary exemptions for placement of current accounts with Bank Indonesia in order to comply with the GWM provisions (if any)	
14c	The value of the Leverage Ratio, including the impact of adjustments to temporary exceptions for placement of current accounts with Bank Indonesia in order to comply with the GWM requirements (if any), which has included the average value of the gross carrying value of Securities Financing Transaction (SFT) assets	
14d	The value of the Leverage Ratio, excluding the impact of adjustments to temporary exceptions for placement of current accounts with Bank Indonesia in order to comply with the GWM requirements (if any), which has included the average value of the gross carrying value of SFT assets	

	a	b	c	d	e
	31-Dec-23	30-Sep-23	30-Jun-23	31-Mar-23	31-Dec-22
	20,998,407	19,971,358	19,836,305	18,463,290	19,948,673
	20,998,407	19,971,358	19,836,305	18,463,290	19,948,673
	21,629,212	20,585,504	20,466,479	19,061,120	20,571,769
	82,661,131	80,819,334	81,257,689	78,961,375	80,952,690
	25,40%	24,71%	24,41%	23,38%	24,64%
	25,40%	24,71%	24,41%	23,38%	24,64%
	26,17%	25,47%	25,19%	24,14%	25,41%
	2,500%	2,500%	2,500%	2,500%	2,500%
	0,000%	0,000%	0,000%	0,000%	0,000%
	0,000%	0,000%	0,000%	0,000%	0,000%
	2,500%	2,500%	2,500%	2,500%	2,500%
	16,17%	15,47%	15,19%	14,14%	15,41%
	135,349,556	120,633,004	132,499,895	134,418,558	142,935,577
	15,51%	16,56%	14,97%	13,74%	13,96%
	15,51%	16,56%	14,97%	13,74%	13,96%
	17,33%	16,97%	15,08%	13,56%	13,92%
	17,33%	16,97%	15,08%	13,56%	13,92%



No.	Description	
Liquidity Coverage Ratio (LCR)		
15	Total High Quality Liquid Assets (HQLA)	
16	Net Cash Outflow	
17	LCR (%)	
Net Stable Funding Ratio (NSFR)		
18	Total Available Stable Funding (ASF)	
19	Total Required Stable Funding (RSF)	
20	NSFR (%)	

Qualitative Analysis

Capital

The capital on December 31, 2023 increased compared to the capital on September 30, 2023, amounting to Rp1,044 billion mainly from profit for the year amounting to Rp716 billion, on the other hand the fair value of available-for-sale financial assets increased by Rp384 billion.

Capital Adequacy Requirement (CAR)

Minimum Capital Adequacy Requirement (KPM) for December 2023 position of 26.17% above the provisions required by the Regulator of 12,50%. This ratio has increased by 0,70% when compared to the position in September 2023 of 25,47%. Capital increased by Rp1.04 trillion, and there was a decrease in RWA loans of Rp1.84 trillion September 2023. 2022.

CET1 (Common Equity Tier 1)

CET1 consists of several components, namely:

1. Paid-in Capital ;
2. Disclosed Reserve;
3. Non controlling interest;
4. Deduction Factor of CET 1.

The CET1 after the fulfilment of the buffer is 12.90%, which is above the minimum requirement of 4.50% of the RWA. CET1 consists of Rp10.67 trillion, which includes Rp5.87 trillion of paid-in capital, Rp4.83 trillion of disclosed reserves, and Rp31.94 billion of Tier 1 capital deduction factor.

Liquidity Coverage Ratio (LCR)

The Liquidity Coverage Ratio as of December 2023 is 153.58% above the regulatory requirement of 100% (POJK Number 42/POJK.03/2015 on Obligations to Meet the Liquidity Coverage Ratio for Commercial Banks). The Liquidity Coverage Ratio for the December 2023 position was 153.58%, a decrease of 15.03% compared to the September 2023 position of 160.81%. The increase in this ratio was due to:

1. Decrease in High Quality Liquid Assets (HQLA) by Rp4.32 trillion.
2. Decrease in cash outflow of Rp1.92 trillion.
3. Decrease in cash inflow of Rp274.33 billion.



	a	b	c	d	e
	31-Dec-23	30-Sep-23	30-Jun-23	31-Mar-23	31-Dec-22
	35,437,092	39,755,975	42,303,570	41,329,829	38,112,377
	23,074,493	24,721,864	25,156,811	26,866,274	26,354,862
	154%	161%	168%	154%	145%
	78,664,086	73,729,830	76,096,694	76,422,622	81,002,745
	67,641,732	66,666,288	74,016,167	71,626,456	73,529,491
	116%	111%	103%	107%	110%

High Quality Liquid Asset (HQLA)

The High Quality Liquid Asset (HQLA) position in December 2023 was Rp35.44 trillion, a decrease of Rp4.32 trillion compared to the position in September 2023 of Rp39.76 trillion. This decrease in HQLA was caused by:

1. Decrease in the holding of government bonds by Rp1.40 trillion.
2. Decrease in placements with Bank Indonesia by Rp2.81 trillion; and
3. Decrease in cash and cash equivalents by Rp113.46 billion.

Net Cash Outflow

Net Cash Outflow for the December 2023 position was Rp23.07 trillion, a decrease of Rp1.65 trillion compared to the September 2023 position of Rp24.72 trillion. The decrease in net cash outflow was caused by a decrease in cash outflow of Rp1.92 trillion and a decrease in cash inflow of Rp274.34 billion. The following are the significant movements in the Net Cash Outflow component ≤30 days:

1. Cash Outflow
 - a. The decrease in FI DPK was Rp1.22 trillion.
 - b. The decrease in Non-FI DPK was Rp1.51 trillion (after weighting).
2. Cash Inflow
 - a. The decrease in Interbank Placing was Rp167.88 billion.

Net Stable Funding Ratio (NSFR)

Bank Mega's NSFR (Net Stable Funding Ratio) position in December 2023 is 116.30% above the regulatory requirement of 100% (POJK Number 50/POJK.03/2017 concerning obligations to meet the Net Stable Funding Ratio). For commercial banks, Bank Mega's NSFR position in December 2023 was 116.30%, an increase of 5.70% compared to the position in September 2023 of 110.60%. The increase in this ratio was due to:

1. Increase in Available Stable Funding (ASF) by IDR 4.93 trillion.
2. Increase in Required Stable Funding (RSF) of IDR 975.44 billion



Difference between Consolidated and Mapping Coverage in Financial Statements according to Financial Accounting Standards with Risk Categories

Indonesia	a	b	
	Carrying values as reported in published financial statements	Carrying values under the prudential principle	
Assets			
Cash and placement with Bank Indonesia	10,027,312	10,027,312	
Placement with other banks	1,652,219	1,652,219	
Traded assets Portfolio	-	-	
Financial assets designated at fair value	2,156,712	2,156,712	
Derivative Instruments	20,974	20,974	
Loans to Bank	82,542	82,542	
Loans to Customers	66,210,354	66,210,354	
Reverse repurchase and related secured lending	7,215,441	7,215,441	
Financial Instruments measured at fair value through other comprehensive income	23,844,656	23,844,656	
Securities sold under repurchased agreements	11,623,220	11,623,220	
Acceptance receivables	-	-	
Investment	667	667	
Allowance for impairment losses	(642,303)	(642,303)	
Fixed Assets and inventory	6,197,758	6,197,758	
Other Assets	3,660,039	3,660,039	
Total Assets	132,049,591	132,049,591	
Liabilities			
Loans received from Bank	2,909,228	2,909,228,00	
Liabilities from other Banks	3,872,596	3,872,596	
Customer Accounts	89,435,750	89,435,750	
Repurchase agreements and related secured borrowing	12,573,231	12,573,231	
Derivative Instruments	18,931	18,931	
Acceptance Payable	-	0	
Subordinate Bonds	50,000	50,000	
Security Deposits	8,781	8,781	
Deferred tax Liabilities - net	156,812	156,812	
Other Liabilities	1,268,819	1,268,819	
Total Liabilities	110,294,148	110,294,148	

Qualitative Analysis

The majority of the carrying amounts reported in the published financial statements consist of carrying amounts according to the Credit Risk Framework. The recorded value of each risk is in accordance with the applicable SEOJK / POJK.

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Main Differences between Carrying Value in accordance with Financial Accounting Standards and Exposure Value in accordance with OJK Regulations

Indonesia	a	b	c	d	e
	Total	Item sesuai:			
		Kerangka risiko kredit	Kerangka sekuritisasi	Kerangka Counterparty credit risk	Kerangka risiko pasar
Assets carrying value in accordance to consolidated coverage by the prudential principles (as reported to template LI1)	132,049,591	121,531,961	-	7,270,204,06	2,218,978
Liabilities carrying value in accordance to consolidated coverage by the prudential principles (as reported to template LI1)	110,294,148	-			18,411
Total net value in accordance to consolidated coverage by the prudential principles	21,755,443	121,531,961	-	7,270,204	2,200,567
Administrative Account Value	365,780	3,286,292	-		
Valuation Differences	-	-	-	-	-
Difference between netting rules, apart from those included in row 2.	0	0	-	-	-
Provision Differences	-	0	-	-	-
Prudential Filter Differences	-	-	-	-	-
The exposure value considered according to the prudential stipulation consolidated coverage	22,121,223	124,818,253	-	7,270,204	2,200,567

Qualitative Analysis

The majority of the carrying amounts reported in the published financial statements consist of carrying amounts according to the Credit Risk Framework. The recorded value of each risk is in accordance with the applicable SEOJK / POJK.

Capital

Penjelasan mengenai perbedaan antara nilai eksposur sesuai standar akuntansi keuangan dengan ketentuan kehati-hatian

Indonesia

Bank harus menjelaskan asal perbedaan antara nilai tercatat sesuai standar akuntansi keuangan, sebagaimana dilaporkan pada laporan keuangan dan nilai eksposur sesuai ketentuan kehati-hatian, sebagaimana terdapat pada template LI1 dan LI2.

(a) Bank harus menjelaskan sumber perbedaan signifikan antara nilai pada kolom (a) dan (b) di LI1.

(b) Bank harus menjelaskan sumber perbedaan antara nilai tercatat dan nilai yang digunakan untuk tujuan pengaturan yang tercantum pada LI2.

(c) Sesuai dengan implementasi dari panduan pada valuasi prudensial, bank harus menjelaskan sistem dan kontrol untuk memastikan estimasi valuasi prudensial dan dapat diandalkan. Pengungkapan harus memasukkan:



Indonesia

(i) Metodologi valuasi, termasuk penjelasan sejauh mana penggunaan metodologi *mark-to-market* dan *mark-to-model*.

(ii) Deskripsi proses verifikasi harga independen.

(iii) Prosedur untuk penyesuaian valuasi atau cadangan (termasuk deskripsi proses dan metodologi untuk menilai posisi trading dengan tipe instrumen).

Nilai tercatat sebagaimana tercantum dalam publikasi laporan keuangan telah memperhitungkan prinsip standar kehati-hatian sehingga tidak terdapat perbedaan pada kedua nilai tersebut. Nilai tercatat sesuai masing-masing risiko merupakan nilai yang sesuai dengan POJK Perhitungan Kerangka Risiko Kredit, Perhitungan Kerangka Aset Sekuritisasi, Kerangka Counterparty Credit Risk, dan Kerangka Risiko Pasar.

Capital Composition

No	Component	Jumlah (Dalam Jutaan Rupiah)	No.Ref. (yang berasal dari Neraca Konsolidasi ¹)
CET 1: Instrumen dan Tambahan Modal Disetor			
1	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	12,217,953	1
2	Retained earnings	6,221,696	2
3	Accumulated other comprehensive income (and other reserves)	3,451,731	3
4	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	N/A
5	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	4
6	Common Equity Tier 1 capital before regulatory adjustments	21,891,380	
CET 1: Faktor Pengurang (Regulatory Adjustment)			
7	Prudential valuation adjustments	-	
8	Goodwill (net of related tax liability)	-	5
9	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(31,939)	
10	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	
11	Cash-flow hedge reserve	N/A	
12	Shortfall of provisions to expected losses	N/A	
13	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	N/A	
14	Gains and losses due to changes in own credit risk on fair valued liabilities	N/A	
15	Defined-benefit pension fund net assets	N/A	
16	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17	Reciprocal cross-holdings in common equity	N/A	
18	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20	Mortgage servicing rights (amount above 10% threshold)	N/A	



No	Component	Jumlah (DalamJutaanRupiah)	No.Ref. (yang berasal dari Neraca Konsolidasi ¹⁾)
21	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22	Amount exceeding the 15% threshold	N/A	
23	of which: significant investments in the common stock of financials	N/A	
24	of which: mortgage servicing rights	N/A	
25	of which: deferred tax assets arising from temporary differences	N/A	
26	National specific regulatory adjustments	N/A	
26a.		(552,327)	
26b.		(308,707)	
26c.		-	7
26d.		-	
26e.		N/A	
26f.		N/A	
26g.		N/A	
27	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28	Total regulatory adjustments to Common equity Tier 1	(892,973)	
29	Common Equity Tier 1 capital (CET1)	20,998,407	
Additional Tier 1 capital: instruments			
30	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus	-	
31	of which: classified as equity under applicable accounting standards	N/A	
32	of which: classified as liabilities under applicable accounting standards	N/A	
33	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	N/A	
35	of which: instruments issued by subsidiaries subject to phase out	N/A	
36	Additional Tier 1 capital before regulatory adjustments	-	
Additional Tier 1 capital: regulatory adjustments			
37	Investments in own Additional Tier 1 instruments	N/A	
38	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	
39	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41	National specific regulatory adjustments	N/A	
41a.		N/A	
42	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	N/A	
43	Total regulatory adjustments to Additional Tier 1 capital	-	
44	Additional Tier 1 capital (AT1)	-	
45	Tier 1 capital (T1 = CET 1 + AT 1)	20,998,407	



No	Component	Jumlah (Dalam Jutaan Rupiah)	No.Ref. (yang berasal dari Neraca Konsolidasi ¹⁾)
Tier 2 capital: instruments and provisions			
46	Directly issued qualifying Tier 2 instruments plus related stock surplus	14,167	
47	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	N/A	
49	of which: instruments issued by subsidiaries subject to phase out	N/A	
50	Provisions	616,638	
51	Tier 2 capital before regulatory adjustments	630,805	
Tier 2 capital: regulatory adjustments			
52	Investments in own Tier 2 instruments	N/A	
53	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	
54	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55	Significant investments in the capital and other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
56	National specific regulatory adjustments		
56a.		N/A	
56b.		N/A	
57	Total regulatory adjustments to Tier 2 capital	-	
58	Tier 2 capital (T2)	630,805	
59	Total capital	21,629,212	
60	Total risk weighted assets	82,661,131	
Capital ratios and buffers			
61	Common Equity Tier 1 (as a percentage of risk weighted assets)	25.40%	
62	Tier 1 (as a percentage of risk weighted assets)	25.40%	
63	Total capital (as a percentage of risk weighted assets)	26.17%	
64	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	16.17%	
65	of which: capital conservation buffer requirement	2.50%	
66	of which: Bank specific countercyclical buffer requirement	0.00%	
67	Of which: higher loss absorbency requirement	0.00%	
68		16.17%	



No	Component	Jumlah (DalamJutaanRupiah)	No.Ref. (yang berasal dari Neraca Konsolidasi ¹⁾)
National minima (if different from Basel 3)			
69	National Common Equity Tier 1 minimum ratio	N/A	
70	National Tier 1 minimum ratio	N/A	
71	National total capital minimum ratio	N/A	
Amounts below the thresholds for deduction (before risk weighting)			
72	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73	Significant investments in the common stock of financial entities	N/A	
74	Mortgage servicing rights (net of related tax liability)	N/A	
75	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
Applicable caps on the inclusion of provisions in Tier 2			
76	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)			
80	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82	Current cap on AT1 instruments subject to phase out arrangements	N/A	
83	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84	Current cap on T2 instruments subject to phase out arrangements	N/A	
85	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	

Qualitative Analysis

Modal 31 Desember 2023 meningkat dibandingkan dengan 31 Desember 2022 sebesar Rp1,057 triliun, peningkatan tersebut berasal dari Tier 1 Capital sebesar Rp1,050 triliun dan Tier 2 Capital sebesar Rp7,7 miliar. Rasio Kewajiban Penyediaan Modal Minimum (KPMM) posisi Desember 2023 sebesar 26,17% masih di atas ketentuan yang dipersyaratkan Regulator sebesar 10,00%, Rasio ini mengalami peningkatan sebesar 0,75% bila dibandingkan dengan posisi Desember 2022 yang sebesar 25,41%. Namun demikian ATMR Bank juga mengalami peningkatan sebesar Rp1,708 triliun, dimana ATMR Risiko Kredit mengalami peningkatan sebesar Rp5,772 triliun sedangkan ATMR Risiko Operasional mengalami penurunan sebesar RpRp4,589 triliun. Peningkatan maupun penurunan tersebut disebabkan adanya perubahan ketentuan OJK, dimana perhitungan ATMR Risiko Kredit dan perhitungan ATMR Risiko Operasional Bank dihitung menggunakan Pendekatan Standar sesuai SEOJK No. 24/SEOJK.03/2021 dan SEOJK No. 6/SEOJK.03/2020 yang efektif diterapkan pada bulan Januari 2023.



Capital Reconciliation

No.	ACCOUNT	Statement of Financial Position	Neraca Publikasi dengan cakupan berdasarkan ketentuan kehati-hatian	No. Ref
ASSETS				
1.	Cash	855,222	855,222	
2.	Placement with Bank Indonesia	9,172,090	9,172,090	
3.	Placement with other banks	1,652,219	1,652,219	
4.	Spot and derivative receivables	20,974	20,974	
5.	Securities	26,001,368	26,001,368	
6.	Securities sold under repurchase agreement (repo)	11,623,220	11,623,220	
7.	Receivables from securities purchased under resell agreement (reverse repo)	7,215,441	7,215,441	
8.	Acceptance receivables	-	-	
9.	Loans	66,292,896	66,292,896	
10.	Sharia Financing	-	-	
11.	Equity Participation	667		
	a. Calculated in CAR	-	-	
	b. Not calculated in CAR	-	667	
12.	Other Financial assets	1,103,499	1,103,499	
13.	Financial assets allowance for impairment losses -/-			
	a. Securities	-	-	
	b. Loans	(604,816)	(604,816)	
	c. Others	(37,487)	(37,487)	
14.	Intangible assets			
	a. Goodwill	-	-	5
	b. Other intangible assets	354,830	354,830	6
	Accumulated amortization of intangible assets -/-	(322,891)	(322,891)	6
15.	Fixed assets and inventory	7,767,055	7,767,055	
	Accumulated depreciation of fixed assets and inventory -/-	(1,601,236)	(1,601,236)	
16.	Non productive assets			
	a. Abandoned properties	5,300	5,300	
	b. Foreclosed assets	1,327,078	1,327,078	
	c. Deferred Accounts	-	-	
	d. Inter-office assets	-	-	
17.	Other assets	1,224,162	1,224,162	
	Deferred tax assets	-	-	7
TOTAL ASSETS		132,049,591	132,049,591	



No.	ACCOUNT	Statement of Financial Position	Neraca Publikasi dengan cakupan berdasarkan ketentuan kehati-hatian	No. Ref
LIABILITIES AND EQUITY				
LIABILITIES				
1.	Current Accounts	10,125,725	10,125,725	
2.	Saving Accounts	15,662,241	15,662,241	
3.	Time Deposits	63,647,784	63,647,784	
4.	Electronic Money	29,839	29,839	
5.	Loans from Bank Indonesia	-	-	
6.	Loans from other banks	3,872,596	3,872,596	
7.	Spot and derivative liabilities	18,931	18,931	
8.	Payable from securities sold under repurchase agreement (repo)	12,573,231	12,573,231	
9.	Acceptance payable	-	-	
10.	Securities issued	50,000	50,000	9
11.	Loans/Financing received			
	a. Calculated in CAR	-	-	
	b. Not Calculated in CAR	2,909,228	2,909,228	
12.	Security Deposits	8,781	8,781	
13.	Inter-office liabilities			
	a. Operating in Indonesia	-	-	
	b. Operating outside Indonesia	-	-	
14.	Other liabilities	1,395,792	1,395,792	
15.	Minority interest	-	-	
TOTAL LIABILITIES		110,294,148	110,294,148	
EQUITY				
17.	Paid up Capital			
	a. Authorized Capital	13,500,000	13,500,000	1
	b. Unpaid Capital -/-	(7,629,538)	(7,629,538)	1
	Repurchased shares (treasury stock) -/-	-	-	
18.	Additional paid-up capital			
	a. Agio	6,347,491	6,347,491	1
	b. Disagio -/-	-	-	
	c. Donated capital	-	-	
	d. Capital deposit funds	-	-	
	e. Others	-	-	



No.	ACCOUNT	Statement of Financial Position	Neraca Publikasi dengan cakupan berdasarkan ketentuan kehati-hatian	No. Ref
19.	Other comprehensive income			
	a. Adjustments due to explanation of financial statements in foreign currencies	-	-	
	b. Gains (losses) from changes in the value of classified financial assets are available for measurement at fair value through other comprehensive income	140,897	140,897	3
	c. Effective portion of cash flow hedge	-	-	
	d. Fixed assets revaluation profit	3,309,118	3,309,118	3
	e. Portion of other comprehensive income from associates	-	-	
	f. Gain (loss) on defined benefit actuarial plan	(136,781)	(136,781)	
	g. Income tax of other comprehensive income	-	-	
	h. Others	844	844	
20.	Difference in quasi reorganization	-	-	
21.	Difference in restructuring of entities under common control	-	-	
22.	Other Equity	-	-	
23.	a. Reserves			
	b. General Reserves	1,716	1,716	3
	c. Purpose reserves	-	-	8
24.	Profit/Loss			
	a. Past years	5,547,844	5,547,844	2
	b. Current Years	3,510,670	3,510,670	2
	c. Dividend payout -/-	(2,836,818)	(2,836,818)	2
TOTAL EQUITY ATTRIBUTABLE				
	TO OWNERS	21,755,443	21,755,443	
25.	Kepentingan non pengendali			4
	TOTAL EQUITY	21,755,443	21,755,443	
	TOTAL LIABILITIES AND EQUITY	132,049,591	132,049,591	-

Qualitative Analysis

Capital of the Bank is calculated according to regulation of POJK No.11/POJK.03/2016 dated January 29, 2016 concerning Minimum Statutory Deposit for Commercial Bank. Bank Mega ensures that it has sound capital structure and in line with Bank's risk profile, business target and rule on capitalization from Regulator.



Fitur Utama Permodalan Bank

No.	Indonesia	Qualitative/Quantitative Information
1	Issuer	PT Bank Mega Tbk
2	Indentification Number	N/A
3	Laws used	Indonesian Law
3a	Means of enabling the performance obligations under Section 13 of the TLAC Glossary to be achieved (for other valid TLAC instruments governed by foreign law)	N/A
	Instrument treatment under CAR Provisions	
4	At the time of transition	N/A
5	After transition	T2
6	Is the instrument eligible for Individual/Consolidated or Consolidated and Individual	Group, solo
7	Types of Instruments	Surat Berharga Subordinasi
8	Recognized value in CAR calculation	14,167
9	Par Value of Instruments	50,000
10	Classification according to financial accounting standards	Liabilities - Amortised Cost
11	Issuance date	28/05/2020
12	Perpetual or with maturity date	By Due
13	Maturity date	28/05/2025
14	Call option execution with the Financial Services Authority approval	No
15	Call option date, withdrawal amount and other call option requirements (if any)	N/A
16	Subsequent call option	N/A
	Coupons/dividends	
17	Dividends/ coupons with fixed or floating interests	Fixed
18	Level of coupon rate or other index as the references	9.00%
19	Whether there is a dividend stopper or not	No
20	Fully discretionary; partial or mandatory	Mandatory
21	Is there a step up feature or other incentives	No
22	Non-cumulative or cumulative	Non-cumulative
23	Convertible or non-convertible	Non-convertible
24	If convertible, state the trigger point	N/A
25	If convertible, whether in whole or in part	N/A
26	If convertible, what is the conversion rate	N/A
27	If convertible, is it mandatory or optional	N/A
28	If convertible, state the types of conversion instrument	N/A
29	If convertible, state the issuer of instrument it converts into	N/A
30	Write-down features	Yes
31	If write-down, state the trigger	Following OJK Regulations
32	If write-down, is it full or partial	Following OJK Regulations



No.	Indonesia	Qualitative/Quantitative Information
33	If write-down, is it permanent or temporary	Following OJK Regulations
34	If have a temporary write down, explain the write-up mechanism	N/A
34a	Types of subordinates	Junior bonds
35	Instruments Hierarchy at the time of liquidation	N/A
36	Are there any non-compliant features	No
37	If yes, explain the features that are non-compliant	N/A

Qualitative Analysis

The capital instrument issued by the Bank is a subordinated bond under the name Subordinated Bonds I PT Bank Mega Tbk Year 2020. The Bank's subordinated bonds are issued to comply with POJK provisions No. 14/POJK.03/2017 dated April 4, 2017 concerning Recovery Plans for Systemic Bank.

Pengungkapan Kualitatif mengenai Struktur Permodalan dan Kecukupan Permodalan

CAPITAL COMPONENTS		31 December 2023	31 December 2022
I	Core Capital (Tier 1)	20,998,407	19,948,673
	Main Core Capital/Common Equity Tier 1 (CET 1)	20,998,407	19,948,673
	1.1 Paid-in Capital (after deducting Treasury Stock)	5,870,462	5,870,462
	1.2 Additional Capital Reserves	15,159,884	14,108,994
	1.2.1 Enhancement Factor		
	1.2.1.1 Other comprehensive income		
	1.2.1.1.1 Differences in the translation of financial statements	-	-
	1.2.1.1.2 Potential gain from an increase in the fair value of available-for-sale financial assets	140,897	-
	1.2.1.1.3 Fixed asset revaluation surplus balance	3,309,118	3,584,877
	1.2.1.2 Other additional capital reserves (other disclosed reserves)		
	1.2.1.2.1 Agio	6,347,491	6,347,491
	1.2.1.2.2 General reserve	1,716	1,639
	1.2.1.2.3 Previous year prof	2,711,026	1,219,484
	1.2.1.2.4 Current year profit	3,510,670	4,052,678
	1.2.1.2.5 Capital deposit fund	-	-
	1.2.1.2.6 Others	-	-
	1.2.2 Deduction Factor		
	1.2.2.1 Other comprehensive income		
	1.2.2.1.1 Differences in the translation of financial statements	-	-
	1.2.2.1.2 Potential loss from decrease in fair value of available-for-sale financial assets	-	(354,703)
	1.2.2.2 Other additional capital reserves (other disclosed reserves)		
	1.2.2.2.1 Disagio	-	-



CAPITAL COMPONENTS		31 December 2023	31 December 2022
1.2.2.2.2	Previous year loss	-	-
1.2.2.2.3	Current year loss	-	-
1.2.2.2.4	Less difference between Allowance for Asset Losses (PPA) and Allowance for Impairment Losses (CKPN) on earning assets	(552,327)	(535,517)
1.2.2.2.5	The difference between the amount of fair value adjustment of financial instruments in the trading book	-	-
1.2.2.2.6	PPA of non-productive assets that must be formed	(308,707)	(206,955)
1.2.2.2.7	Others	-	-
1.3	Non-Controlling Interests that can be taken into account		
1.4	Main Core Capital Deduction Factor	(31,939)	(30,783)
1.4.1	Deferred tax calculation	-	-
1.4.2	Goodwill	-	-
1.4.3	All other intangible assets	(31,939)	(30,783)
1.4.4	The inclusion that is calculated as a deduction factor	-	-
1.4.5	Lack of capital in the insurance subsidiary company	-	-
1.4.6	Securitization exposure	-	-
1.4.7	Other major core capital deduction factors	-	-
1.4.7.1	Placement of funds in AT1 and/or Tier 2 instruments at other banks	-	-
1.4.7.2	Cross-ownership of another entity acquired by transfer by law, grant or testamentary grant	-	-
Additional Tier 1 Additional Core Capital (AT 1)		-	-
2.1	Instruments that meet the requirements of A	-	-
2.2	Agio/ Disagio	-	-
2.3	Deduction Factor: Additional Core Capital *)	-	-
2.3.1	Placement of funds in AT1 and/or Tier 2 instruments at other banks	-	-
2.3.2	Cross-ownership of another entity acquired by transfer by law, grant or testamentary grant	-	-

CAPITAL COMPONENTS		31 December 2023	31 December 2022
II	Supplementary Capital (Tier 2)	630,805	623,096
1	Capital instruments in the form of shares or others that meet Tier 2 requirements	14,167	24,167
	Agio/ Disagio	-	-
	PPA general reserves for productive assets that must be formed (maximum 1.25% RWA Credit Risk)	616,638	598,929
	Supplementary Capital Deduction Factor	-	-
4	Sinking Fund	-	-
4	Placement of funds in AT1 and/or Tier 2 instruments at other banks	-	-
4	Cross-ownership of another entity acquired by transfer by law, grant or testamentary grant	-	-
TOTAL MODAL		21,629,212	20,571,769

	31 December 2023	31 December 2022	Description	31 December 2023	31 December 2022
RISK WEIGHTED ASSETS			CAR RATIO		
RWA CREDIT RISK	72,908,025	67,135,848	Rasio CET 1 (%)	25.40%	24.64%
RWA MARKET RISK	1,368,863	843,854	Rasio Tier 1 (%)	25.40%	24.64%
RWA OPERATIONAL RISK	8,384,243	12,972,988	Rasio Tier 2 (%)	0.76%	0.77%
RWA TOTAL	82,661,131	80,952,690	Rasio KPMM (%)	26.17%	25.41%
CAR BASED ON RISK PROFILE (%)	10.00%	10.00%	CET 1 UNTUK BUFFER (%)	16.17%	15.41%
ALOKASI PEMENUHAN KPMM SESUAI PROFIL RISIKO			PERCENTAGE OF BUFFER MANDATORY FILLED BY BANK (%)	2.500%	2.500%
From CET 1 (%)	9.24%	9.23%	Capital Conservation Buffer (%)	2.500%	2.500%
From AT 1 (%)	0.00%	0.00%	Countercyclical Buffer (%)	0.000%	0.000%
From Tier 2 (%)	0.76%	0.77%	Capital Surcharge untuk Bank Sistemik (%)	0.000%	0.000%

Qualitative Analysis

1. Instrumen modal yang diterbitkan oleh Bank adalah Obligasi subordinasi dengan nama Obligasi Subordinasi I PT Bank Mega Tbk Tahun 2020, jangka waktu obligasi subordinasi tersebut adalah 5 tahun dan suku bunga 9%. Obligasi subordinasi Bank diterbitkan untuk memenuhi ketentuan POJK no.14/POJK.03/2017 tanggal 4 April 2017 tentang Rencana Aksi (Recovery Plan) bagi Bank Sistemik.
2. Sebagai bagian dari entitas perbankan di Indonesia, Bank selalu berupaya untuk memenuhi ketentuan yang berlaku dari regulator. Pada 31 Desember 2023 dan 2022, modal Bank dihitung mengikuti ketentuan POJK No.11/POJK.03/2016 tanggal 29 Januari 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.



Risiko Kredit

Pengungkapan Kualitas Kredit atas Aset

Bank Secara Individu

(dalam jutaan rupiah)

	Nilai Tercatat Bruto		CKPN	CKPN		CKPN (Pendekatan IRB)	Nilai Bersih (a+b-c)
	Tagihan yang Telah Jatuh Tempo	Tagihan yang Belum Jatuh Tempo		Stage 2 dan Stage 3	Stage 1		
	a	b	c	d	e	f	g
1 Kredit	1.042.180	65.262.538	604.816	321.455	283.361		65.699.902
2 Surat Berharga	-	24.051.287	844	-	844		24.050.443
3 Surat Berharga/ Piutang Subordinasi	-	-	-	-	-		-
4 Surat Berharga yang dijual dengan janji dibeli kembali (Repo)	-	11.623.220	-	-	-		11.623.220
5 Penempatan pada Bank Indonesia	-	9.172.091	-	-	-		9.172.091
6 Penempatan pada Bank lain	-	1.652.218	4.576	-	4.576		1.647.643
7 Tagihan Akseptasi	-	-	0	-	0		-0
8 Instrumen ekuitas	-	668	-	-	-		668
9 Instrumen modal lainnya	-	-	-	-	-		-
10 Penyertaan dalam rangka program nasional	-	-	-	-	-		-
11 Tagihan Bunga yang belum diterima	-	959.355	-	-	-		959.355
12 Tagihan Lainnya	102.196	-	32.911	32.911	-		69.284
13 Aset Lainnya	-	9.365.628	-	-	-		9.365.628
14 Transaksi Rekening Administratif	-	365.779	513	-	513		365.266
Total	1.042.180	89.679.604	606.173	321.455	284.718	-	90.115.611

Pengungkapan Tambahan

Tagihan Jatuh Tempo merupakan debitur yang memiliki masa tunggakan lebih dari 90 hari atau kolektabilitas 3, 4 dan 5.

Pengungkapan Kualitas Kredit atas Aset

(dalam jutaan rupiah)

Bank Secara Individu		a
1	Kredit dan Surat Berharga yang Telah Jatuh Tempo pada periode pelaporan terakhir	858.632
2	Kredit dan Surat Berharga yang Telah Jatuh Tempo sejak periode pelaporan terakhir	540.929
3	Kredit dan Surat Berharga yang kembali menjadi tagihan yang belum jatuh tempo	40.644

Bank Secara Individu		a
4	Nilai hapus buku	98.422
5	Perubahan lain	(218.314)
6	Kredit dan Surat Berharga yang Telah Jatuh Tempo pada akhir periode pelaporan (1+2-3-4+5)	1.042.180

Pengungkapan Tambahan

Tagihan Jatuh Tempo merupakan debitur yang memiliki masa tunggakan lebih dari 90 hari atau kolektabilitas 3, 4 dan 5.

Tabel 11: Pengungkapan Tagihan Bersih Berdasarkan Wilayah - Bank Secara Individu

No.	Portfolio Category	31 December 2023						
		Net Claims By Region						
		Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Banjarmasin
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	Government Claims	44,510,991	-	-	-	-	-	-
2	Claims to Public Sector Entities	571,486	-	-	-	-	-	-
3	Claims on Multilateral Development Banks and International Agencies	-	-	-	-	-	-	-
4	Bank Claims	2,132,113	-	10	-	4	120	1,792
5	Covered Bond Claims	-	-	-	-	-	-	-
6	Claims to Securities Companies and Other Financial Services Institutions	1,005,579	-	90,886	60,377	-	-	-
7	Receivables in the form of securities/subordinated receivables, equity and other capital instruments	668	-	-	-	-	-	-
8	Residential Mortgage Loans	449,687	88,078	107,732	22,771	37,167	12,488	22,321
9	Commercial Property Backed Credit	2,441,356	131,088	168,148	233,961	183,980	1,337	43,454
10	Loan for land purchase, land development and construction	3,172,664	59	-	198,892	-	-	-
11	Employee/Retirees Credit	631	-	-	-	-	1,297	-
12	Micro Business, Small Business and Retail Portfolio Bills	16,546,762	459,055	795,446	476,454	487,384	374,057	249,551
13	Claims to Corporate	40,326,405	25	-	5,223	-	65,102	77,792
14	Matured Claims	634,754	10,640	106,688	50,656	6,295	41,478	7,075
15	Other Assets	(20,189,486)	4,950,707	6,940,656	2,577,876	7,010,566	3,941,402	4,133,907
Total		91,603,608	5,639,653	8,209,566	3,626,211	7,725,397	4,437,281	4,535,892



Tabel 13: Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi - Bank Secara Individu 2023

No.	Sektor Ekonomi	31 December 2023						
		Tagihan Kepada Pemerintah	Tagihan Kepada Entitas Sektor Publik	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	Tagihan Kepada Bank	Tagihan Berupa Covered Bond	Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan lainnya	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
1	Agriculture, hunting and forestry	-	-	-	-	-	-	
2	Mining and excavation	-	-	-	-	-	-	
3	Processing industry	-	-	-	-	-	-	
4	Electricity, Gas and Water	-	-	-	-	-	-	
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	-	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-	-	
8	Transportation and Warehousing	-	571,486	-	-	-	-	
9	Provision of accommodation and provision of drinking meals	-	-	-	-	-	-	
10	Information and Communication	-	-	-	-	-	-	
11	Financial and Insurance Activities	-	-	-	84,082	-	1,156,842	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-	-	
15	Government Administration, Defense and Compulsory Social Security	-	-	-	-	-	-	
16	Education Services	-	-	-	-	-	-	
17	Health services and social activities	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	-	-	-	-	-	
20	Household Activities As Employers	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Not other businesses	-	-	-	-	-	-	
24	Others	44,510,991	-	-	2,049,958	-	-	
Total		44,510,991	571,486	-	2,134,040	-	1,156,842	



(in million rupiah)

	Tagihan Berupa Surat Berharga/ Piutang Subordinasi, Ekuitas dan Instrumen Modal Lainnya	Kredit Beragun Rumah Tinggal	Kredit Beragun Properti Komersial	Kredit Pegawai/ Pensiunan	Kredit untuk Pengadaan Tanah, Pengolahan Tanah dan Konstruksi	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	Tagihan kepada Korporasi	Tagihan yang Telah Jatuh Tempo	Aset Lainnya
	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
	-	3,572	-	-	2,149,612	459,516	4,109,435	-	-
	-	-	-	-	47,844	9,098	7,505,382	38,405	-
	-	24,211	669,919	-	-	36,249	5,974,833	11,075	-
	-	2,406	-	-	-	-	337,022	-	-
	-	8,630	-	-	-	-	-	-	-
	-	22,720	608,540	-	965,196	157,564	2,260,674	72,209	-
	-	137,224	45,120	-	-	142,459	208,019	79,857	-
	-	48,382	25,195	-	-	7,927,195	956,381	167,868	-
	-	18,673	1,698,050	-	-	58,428	501,167	57,081	-
	-	595	23,293	-	-	10,788	13,234,916	2,213	-
	-	3,103	3,340	-	-	48	1,645,062	139,110	-
	-	154,855	102,296	-	208,905	31,833	2,465,981	66,740	-
	-	2,010	-	-	-	18,714	1,002,728	-	-
	-	2,590	21,364	-	-	8,399	-	1,635	-
	-	-	-	-	-	-	-	-	-
	-	120	-	-	-	2,167	-	5,455	-
	-	52,183	98	-	-	7,833	-	1,026	-
	-	65	-	-	-	-	125,328	-	-
	-	3,086	-	-	-	9,936	-	-	-
	-	430	-	-	-	2,501	-	10	-
	-	-	-	-	-	-	-	-	-
	-	255,390	6,111	1,928	59	2,503,276	-	45,615	-
	-	-	-	-	-	7,956,878	12,550	100,003	-
	668	-	-	-	-	45,827	135,069	69,284	9,365,628
	668	740,243	3,203,326	1,928	3,371,615	19,388,708	40,474,547	857,586	9,365,628



Tabel 12: Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank Secara Individu

(in million rupiah)

No.	Kategori Portofolio	31 December 2023					
		Tagihan bersih berdasarkan sisa jangka waktu kontrak					
		≤ 1 year	> 1 year to 3 years	> 3 years to 5 years	> 5 years	non-contractual	total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Government Claims	7,584,896	2,153,120	250,170	27,700,371	6,822,433	44,510,991
2	Claims to Public Sector Entities	-	-	-	571,486	-	571,486
3	Claims on Multilateral Development Banks and International Agencies	-	-	-	-	-	-
4	Bank Claims	1,287,093	201,071	-	-	645,875	2,134,040
5	Covered Bond Claims	-	-	-	-	-	-
6	Claims to Securities Companies and Other Financial Services Institutions	342,342	741,761	72,739	-	-	1,156,842
7	Receivables in the form of securities/subordinated receivables, equity and other capital instruments	-	-	-	-	668	668
8	Residential Mortgage Loans	148,773	85,734	90,041	415,695	-	740,243
9	Commercial Property Backed Credit	163,790	32,357	391,535	2,615,645	-	3,203,326
10	Loan for land purchase, land development and construction	31,334	47,903	67,033	3,225,345	-	3,371,615
11	Employee/Retirees Credit	128	810	990	-	-	1,928
12	Micro Business, Small Business and Retail Portfolio Bills	3,690,845	9,438,160	5,450,073	809,630	-	19,388,708
13	Claims to Corporate	4,903,888	8,141,664	17,591,357	9,837,638	-	40,474,547
14	Matured Claims	388,363	190,950	120,729	157,544	-	857,586
15	Other Assets	-	-	-	-	9,365,628	9,365,628
Total		18,541,452	21,033,529	24,034,668	45,333,355	16,834,604	125,777,608



Tabel 14: Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah - Bank Secara Individu

(in million rupiah)

No.	Description	31 December 2023						
		Region						
		Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Banjarmasin
(1)	(2)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables	112,388,660	6,444,815	10,051,814	4,488,477	8,760,214	5,258,585	5,043,316
2	Impairment losses on Receivables	1,979,527	38,405	150,335	68,836	27,509	63,830	18,563
	a. Not yet due	1,028,334	18,403	19,654	11,261	12,217	8,937	6,813
	b. Past due	951,193	20,001	130,681	57,575	15,292	54,893	11,750
3	Provision for impairment losses (CKPN) - Step 1	249,050	6,241	10,936	8,917	6,882	4,714	2,553
4	Provision for impairment losses (CKPN) - Step 2	47,089	1,969	3,113	1,775	1,782	1,295	907
5	Provision for impairment losses (CKPN) - Step 3	253,387	5,269	16,552	4,752	3,449	9,409	3,620
6	Deleted book claims	237,147	20,233	46,608	13,648	22,252	15,710	6,245



Tabel 15: Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi - Bank Secara Individu

No.	Economic Sector	31 Desember 2023						
		Claims	Impaired Receivables		Allowance For Impairment Losses (CKPN) - Stage 1	Allowance For Impairment Losses (CKPN) - Stage 2	Allowance For Impairment Losses (CKPN) - Stage 3	Claim-Off
			Not Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
31 Desember 2023								
1	Agriculture, hunting and forestry	8,338,771	451	-	8,816	32	-	-
2	Mining and excavation	7,976,735	-	60,910	10,105	-	22,505	-
3	Processing industry	7,432,531	408	18,382	88,680	27	7,308	-
4	Electricity, Gas and Water	339,528	-	-	463	-	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	8,630	-	-	88	-	-	-
6	Construction	8,092,062	3,255	83,537	6,797	416	11,328	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	926,144	10,235	89,617	1,429	1,395	9,760	-
8	Transportation and Warehousing	10,430,953	768,364	244,273	16,573	20,421	76,405	-
9	Provision of accommodation and provision of drinking meals	2,342,425	3,365	60,905	3,216	425	3,824	-
10	Information and Communication	13,304,439	150	3,267	17,880	16	1,054	-
11	Financial and Insurance Activities	5,983,951	19,171	194,821	3,527	664	55,711	-
12	Real Estate	3,050,567	160	69,972	10,210	11	3,232	-
13	Professional, Scientific and Technical Activities	1,026,134	1,633	-	1,379	169	-	-
14	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	35,961	1,659	2,413	51	108	778	-
15	Government Administration, Defense and Compulsory Social Security	-	-	-	-	-	-	-
16	Education Services	11,427	-	6,306	1	-	851	-

No.	Economic Sector	31 Desember 2023						
		Claims	Impaired Receivables		Allowance For Impairment Losses (CKPN) - Stage 1	Allowance For Impairment Losses (CKPN) - Stage 2	Allowance For Impairment Losses (CKPN) - Stage 3	Claim-Off
			Not Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
17	Health services and social activities	73,480	233	1,515	86	19	489	-
18	Arts, Entertainment and Recreation	125,393	-	-	169	-	-	-
19	Other Service Activities	13,267	-	-	34	-	-	-
20	Household Activities As Employers	3,098	-	15	5	-	5	-
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	-
22	Household	2,825,914	119,337	59,150	5,379	3,056	13,534	-
23	Not other businesses	23,876,414	177,199	244,107	108,474	31,170	56,744	361,781
24	Others	56,218,058	-	102,196	5,933	-	32,911	61
Total		152,435,881	1,105,620	1,241,384	289,294	57,929	296,438	361,842

Pengungkapan Tagihan Berdasarkan Hari Tunggakan - Bank Secara Individu

No.	Jenis Eksposur	31 Desember 2023			
		Tagihan Berdasarkan Hari Tunggakan			
		>90 hari s.d. 120 hari	>120 hari s.d. 180 hari	>180 hari	Total
a	b	c	d	e	f
1	Kredit yang termasuk dalam Tagihan yang Telah Jatuh Tempo	90.117	208.019	743.985	1.042.122
2	Surat Berharga yang termasuk dalam Tagihan yang Telah Jatuh Tempo	-	-	-	-
Total		90.117	208.019	743.985	1.042.122



Pengungkapan Tambahan terkait Perlakuan terhadap Aset Bermasalah

		Performing (Kualitas L dan DPK)	
		Nilai Tercatat Bruto	CKPN
		a	b
1	Surat Berharga	24.051.287	844
2	Kredit	65.262.538	341.290
	a. Korporasi	47.920.672	153.426
	b. Ritel	17.341.866	187.864
3	Transaksi Rekening Administratif	29.551.061	513

Pengungkapan Aset Restrukturisasi Performing dan Non-Performing

		Performing (Kualitas L dan DPK)		Non Performing (Kualitas KL, D, M)	
		Nilai Tercatat Bruto	CKPN	Nilai Tercatat Bruto	CKPN
		a	b	c	d
1	Surat Berharga	-	-	-	-
2	Kredit	2.794.955	106.192	606.357	116.481
	a. Korporasi	2.436.748	93.569	395.856	72.112
	b. Ritel	358.207	12.623	210.501	44.369
3	Transaksi Rekening Administratif	143.526	-	12.252	-



	Non Performing					
	Tagihan yang Mengalami Penurunan Nilai		Tagihan yang Tidak Mengalami Penurunan Nilai			
			Memiliki Tunggakan >90 Hari		Memiliki Tunggakan <90 Hari	
	Nilai Tercatat Bruto	CKPN	Nilai Tercatat Bruto	CKPN	Nilai Tercatat Bruto	CKPN
	c	d	e	f	g	h
	-	-	-	-	-	-
	1.042.180	263.526	-	-	-	-
	403.158	72.365	-	-	-	-
	639.022	191.162	-	-	-	-
	97.066	-	-	-	-	-

	Stage 1		Stage 2		Stage 3	
	Nilai Tercatat Bruto	CKPN	Nilai Tercatat Bruto	CKPN	Nilai Tercatat Bruto	CKPN
	e	f	g	h	i	j
	-	-	-	-	-	-
	2.733.735	97.395	61.220	8.796	606.357	116.481
	2.429.177	93.265	7.571	304	395.856	72.112
	304.558	4.130	53.649	8.493	210.501	44.369
	130.963	-	12.563	-	12.252	-



Tabel 15a : Pengungkapan Risiko Pasar dengan Menggunakan Metode Standar

No.	Jenis Risiko	31 Desember 2023				
		Bank		Konsolidasi		
		Beban Modal	ATMR	Beban Modal	ATMR	
(1)	(2)	(3)	(4)	(5)	(6)	
1	Risiko Suku Bunga					
	a. Risiko Spesifik	-	-	-	-	
	b. Risiko Umum	94,437	1,180,457	-	-	
2	Risiko Nilai Tukar	12,918	161,471	-	-	
3	Risiko Ekuitas *)	-	-	-	-	
4	Risiko Komoditas *)	-	-	-	-	
5	Risiko Option	-	-	-	-	
6	CVA		26,935			
Total		107,354	1,368,863	-	-	

Tabel 15b : Pengungkapan Risiko Pasar dengan Model Internal (Value at Risk)

Pada posisi 31 Desember 2023 dan 31 Desember 2022, Perusahaan tidak memiliki Risiko Pasar dengan Model Internal (Value at Risk)

Tabel 15c : Laporan Penerapan Manajemen Risiko untuk Interest Rate Risk in Banking Book (IRRBB)

Qualitative Analysis

- Definisi IRRBB untuk Pengukuran dan Pengendalian Risiko Suku Bunga
IRRBB merupakan risiko yang timbul akibat perubahan nilai suku bunga yang menyebabkan perubahan nilai kini (*present value*) dan penetapan arus kas pada masa mendatang (*timing of future cashflow*) yang mempengaruhi nilai ekonomis (*economic value*) dari aset, liabilities, dan transaksi rekening administratif Bank serta menyebabkan perubahan pada nilai pendapatan bunga bersih (*net interest income*). Karena efeknya yang mempengaruhi nilai ekonomis maupun pendapatan, maka Bank perlu melakukan identifikasi risiko secara akurat serta perhitungan dan pelaporan IRRBB kepada OJK sesuai dengan standar dan acuan

yang diatur sehingga dapat melakukan tindak lanjut perbaikan yang sesuai.

- Strategi Manajemen Risiko dan Mitigasi Risiko untuk IRRBB
Bank menyusun Strategi Manajemen Risiko serta Mitigasi Risiko dengan menetapkan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) yang sejalan dengan strategi bisnis Bank serta kebijakan dan prosedur untuk mengendalikan IRRBB. Bentuk kebijakan dan prosedur memberikan gambaran mengenai delegasi kekuasaan, wewenang dan tanggung jawab untuk setiap jenjang jabatan maupun strategi lindung nilai (*hedging*). Selain itu Bank perlu memperhatikan *gap risk*, *basis risk*, atau posisi tertentu dengan opsi yang melekat (*embedded options*) dan opsi yang eksplisit (*explicit options*). Selanjutnya kebijakan dan prosedur Manajemen Risiko IRRBB akan dikaji ulang minimal 1 (satu) kali dalam 1 (satu) tahun.



	31 Desember 2022			
	Bank		Konsolidasi	
	Beban Modal	ATMR	Beban Modal	ATMR
	(7)	(8)	(9)	(10)
	-	-	-	-
	64,018	800,226	-	-
	3,482	43,531	-	-
	-	-	-	-
	-	-	-	-
	8	97	-	-
		73		-
	67,508	843,927	-	-

3. Periodisasi Perhitungan IRRBB dan Pengukuran Spesifik yang Digunakan Bank untuk Mengukur Sensitivitas terhadap IRRBB

Berdasarkan aturan dari regulator, Bank melakukan perhitungan IRRBB setiap 3 (tiga) bulan sekali sesuai dengan periode pelaporan Profil Risiko Pasar dan pelaporan Tingkat Kesehatan Bank. Namun, Bank tetap melakukan perhitungan IRRBB secara bulanan sebagai bentuk pengendalian risiko. Pengukuran spesifik digunakan untuk instrumen aset maupun liabilitas yang memiliki sifat behavioural seperti Credit Prepayment Rate (CPR) pada eksposur Kredit, *Term Deposit Redemption Ratio* (TDRR) pada eksposur Deposito, dan sifat behavioral *Non Maturity Deposit* (NMD) pada eksposur Tabungan ataupun Giro dengan menggunakan data historis. Selain itu juga memperhitungkan proyeksi *cashflow* pembayaran angsuran bulanan untuk instrumen Kredit dengan jenis suku bunga tetap (*fixed rate*) sedangkan untuk Kredit dengan jenis suku bunga mengambang (*floating rate*) ditetapkan memiliki jangka waktu *repricing* pada 1 (satu) bulan.

4. Skenario Shock Suku Bunga dan Skenario Stress yang Digunakan Bank dalam Perhitungan IRRBB dengan Menggunakan EVE dan NII

Berdasarkan ketentuan regulator, Bank menerapkan 6 (enam) jenis skenario shock suku bunga untuk perhitungan Δ EVE, yaitu *Parallel Up*, *Parallel Down*, *Steeper*, *Flattener*, *Short Rates Up*, dan *Short Rates Down*. Sedangkan untuk perhitungan Δ NII menggunakan 2 (dua) skenario shock, yaitu *Parallel Up* dan *Parallel Down*. Dalam proses scenario shock suku bunga, Bank menggunakan 2 (dua) jenis mata uang, yaitu mata uang Rupiah dan mata uang valuta asing dengan menggunakan pendekatan mata uang US Dollar. Untuk skenario shock suku bunga dengan jenis *Parallel*, Bank menggunakan besaran perubahan nilai suku bunga sebesar 400 bps untuk Rupiah dan 200 bps untuk US Dollar. Sedangkan dalam kondisi *short* menggunakan besaran perubahan nilai suku bunga masing-masing 500 bps (Rupiah) dan 300 bps (US Dollar) serta untuk kondisi *long* menggunakan besaran perubahan nilai suku bunga masing-masing 350 bps (Rupiah) dan 150 bps (US Dollar). Seluruh besaran tersebut mengikuti aturan dari regulator.



5. Asumsi Pemodelan yang Berdampak secara Signifikan dalam Perhitungan IRRBB, yang mana Asumsi tersebut Berbeda dari Perhitungan IRRBB dengan Pendekatan Standar

Seluruh asumsi pemodelan yang dilakukan oleh Bank dalam perhitungan IRRBB telah sesuai dengan pendekatan standar maupun acuan yang telah ditetapkan oleh Regulator. Sehingga untuk saat ini Bank tidak memiliki asumsi pemodelan khusus yang memiliki pendekatan yang berbeda dari pendekatan standar.

6. Lindung Nilai (hedging) terhadap IRRBB (apabila ada) dan Perlakuan Akuntansi terkait
Saat ini Bank tidak melakukan tindakan lindung nilai (hedging) terhadap IRRBB.
7. Penjelasan Komprehensif mengenai Asumsi Utama Pemodelan dan Parametric yang Digunakan untuk Menghitung Δ EVE dan Δ NII:

- a. Credit Prepayment Rate (CPR)

Bank menentukan model *Credit Prepayment Risk* (CPR) berdasarkan data historis terpanjang yang dimiliki oleh Bank dengan periode data dari 2008 – 2023. Penentuan rate CPR dilakukan dengan cara membandingkan *plafond* Kredit yang memiliki status pelunasan dipercepat (*Prepayment*) dengan seluruh *plafond* kredit yang dimiliki pada data historis, baik yang berstatus pelunasan dipercepat, berstatus lunas sesuai dengan tanggal jatuh tempo, maupun yang masih berstatus aktif. Selanjutnya diperoleh nilai rate CPR yang digunakan sebagai asumsi awal adanya potensi Kredit yang pelunasannya akan dipercepat dalam perhitungan proyeksi *cashflow* IRRBB.

- b. Term Deposit Redemption Ratio (TDRR)

Bank menentukan model *Term Deposit Redemption Ratio* (TDRR) berdasarkan data historis terpanjang yang dimiliki oleh Bank dengan periode data dari 2008 – 2023. Penentuan rate TDRR dilakukan dengan cara membandingkan *outstanding* Deposito yang memiliki status pencairan dipercepat (*Early Redemption*) dengan seluruh *outstanding* Deposito yang dimiliki pada data historis, baik yang berstatus pencairan dipercepat, berstatus pencairan sesuai dengan tanggal jatuh tempo, maupun yang masih berstatus aktif. Selanjutnya diperoleh nilai rate TDRR yang digunakan sebagai asumsi awal adanya potensi Deposito yang pencairannya akan dipercepat dalam perhitungan proyeksi *cashflow* IRRBB.

- c. Non-Maturity Deposit (NMD)

Bank membagi NMD menjadi 3 (tiga) berdasarkan aturan, yaitu Transaksional, Non-Transaksional, dan Korporasi (Wholesale). Dimana pendekatan tersebut menggunakan asumsi simpanan stabil dan tidak stabil dari model perhitungan Liquidity Coverage ratio (LCR) untuk menentukan nominal

Transaksional dan Non-Transaksional. Kategori Transaksional diasumsikan sebagai simpanan stabil sedangkan Kategori Non-Transaksional diasumsikan sebagai simpanan tidak stabil pada LCR. Untuk simpanan Korporasi (Wholesale) hanya dibedakan berdasarkan bidang usaha nasabah. Bank menentukan besarnya nilai *core deposit* untuk Tabungan dan Giro menggunakan data historis selama 10 (sepuluh) Tahun dari 2013 – 2023. Dimana asumsi *core deposit* yang digunakan adalah nilai nominal minimal pada Tabungan dan Giro selama kurun waktu data historis tersebut dan nilai minimal tersebut ditempatkan pada *bucket repricing* yang sesuai dengan kategori NMD. Selanjutnya apabila nominal Tabungan dan Giro pada saat tanggal pelaporan melebihi nilai minimal (*core deposit*) maka kelebihan tersebut dianggap sebagai *non-core deposit* yang akan ditempatkan pada *bucket repricing overnight*.

- d. Metode Agregasi antar Mata Uang dan Korelasi Suku Bunga antar Mata Uang yang Signifikan
Bank perlu melakukan agregasi perhitungan Δ EVE antar masing-masing mata uang agar diperoleh nilai konsolidasi dari seluruh mata uang yang menggambarkan kondisi Bank secara umum. Bank mengambil nilai agregasi sebesar 50% yang akan digunakan untuk membobot (*weighted*) nilai perhitungan Δ EVE pada mata uang valuta asing. Dimana aturan yang digunakan adalah jika nilai Δ EVE pada perhitungan valuta asing mengalami keuntungan maka hanya diambil 50% dari nilai Δ EVE tersebut untuk dijumlahkan dengan nilai Δ EVE mata uang Rupiah. Namun hal ini tidak berlaku jika nilai Δ EVE mata uang valuta asing mengalami kerugian.

8. Informasi Lainnya

Tidak ada

Analisis Kuantitatif

1. Rata-rata Jangka Waktu Penyesuaian Suku Bunga (*repricing maturity*) yang Diterapkan untuk NMD
Bank mengikuti aturan dari regulator dengan menetapkan rata-rata jangka waktu penyesuaian suku bunga (*repricing maturity*) untuk NMD pada kisaran 5 Tahun untuk NMD Transaksional, 4,5 Tahun untuk NMD Non-Transaksional, dan 4 Tahun untuk NMD Korporasi.
2. Jangka Waktu Penyesuaian Suku Bunga (*repricing maturity*) Terlama yang Diterapkan untuk NMD
Bank mengikuti aturan dari regulator dengan menerapkan jangka waktu penyesuaian suku bunga (*repricing maturity*) untuk NMD pada kisaran 5 Tahun untuk NMD Transaksional, 4,5 Tahun untuk NMD Non-Transaksional, dan 4 Tahun untuk NMD Korporasi.



Tabel 15d : Laporan Perhitungan Interest Rate Risk in Banking Book (IRRBB)(Tabel 31 (MIRG))

*dalam Juta Rupiah

No	Skenario Shock	ΔEVE	ΔEVE	ΔNII	ΔNII
		31 Desember 2023	30 September 2023	31 Desember 2023	30 September 2023
1	Paralel UP (400 bps)	4,690,791	4,462,146	917,280	802,385
2	Paralel Down (400 bps)	(6,432,084)	(6,173,735)	(832,626)	(719,350)
3	Steepener	2,823,453	2,893,257		
4	Flattener	(1,956,786)	(2,061,552)		
5	Short Rate Up	1,005,374	807,254		
6	Short Rate Down	(909,568)	(715,669)		
Nilai Kerugian Maksimum (Absolut)		4,690,791	4,462,146	917,280	802,385
Modal Tier 1 (utk ΔEVE) atau Projected Income (utk ΔNII)		21,629,215	20,585,503	5,539,483	5,539,483
Nilai Maksimum dibagi Modal Tier-1 (utk ΔEVE) atau Projected Income (utk ΔNII)		21.69%	21.68%	16.56%	14.48%

Tabel 16: Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai



Tabel 17: Pengungkapan Nilai Liquidity Coverage Ratio (LCR)

No	Komponen	INDIVIDUAL	
		Triwulan IV 2021	
		Nilai <i>outstanding</i> kewajiban dan komitmen/nilai tagihan kontraktual	Nilai HQLA setelah pengurangan nilai (<i>haircut</i>), <i>outstanding</i> kewajiban dan komitmen dikalikan tingkat penarikan (<i>run-off rate</i>) atau nilai tagihan kontraktual dikalikan tingkat penerimaan (<i>inflow rate</i>).
1	Jumlah data Poin yang digunakan dalam perhitungan LCR		Rata-rata dari 3 (tiga) posisi akhir bulan terakhir
HIGH QUALITY LIQUID ASSET (HQLA)			
2	Total High Quality Liquid Asset (HQLA)		35,437,092
ARUS KAS KELUAR (CASH OUTFLOW)			
3	Simpanan nasabah perorangan dan Pendanaan yang berasal dari nasabah Usaha Mikro dan Usaha Kecil, terdiri dari:	31,743,086	2,728,402
a.	Simpanan/Pendanaan stabil	8,918,141	445,907
b.	Simpanan/Pendanaan kurang stabil	22,824,945	2,282,494
4	Pendanaan yang berasal dari nasabah korporasi, terdiri dari:	36,546,850	21,492,624
a.	Simpanan operasional	7,790,184	1,853,102
b.	Simpanan non-operasional dan/atau kewajiban lainnya yang bersifat non-operasional	28,756,666	19,639,521
c.	surat berharga berupa surat utang yang diterbitkan oleh bank	-	-
5	Pendanaan dengan agunan (secured funding)		-
6	Arus kas keluar lainnya (additional requirement), terdiri dari:	421,535	409,076
a.	arus kas keluar atas transaksi derivatif	9,385	9,385
b.	arus kas keluar atas peningkatan kebutuhan likuiditas	-	-
c.	arus kas keluar atas kehilangan pendanaan	-	-
d.	arus kas keluar atas penarikan komitmen fasilitas kredit dan fasilitas likuiditas	-	-
e.	arus kas keluar atas kewajiban kontraktual lainnya terkait penyaluran dana	-	-
f.	arus kas keluar atas kewajiban kontijensi pendanaan lainnya	12,843	385
g.	arus kas keluar kontraktual lainnya	399,307	399,307
7	TOTAL ARUS KAS KELUAR (CASH OUTFLOW)		24,630,102
ARUS KAS MASUK (CASH INFLOW)			
8	Pinjaman dengan agunan Secured lending	668,205	-
9	Tagihan berasal dari pihak lawan (counterparty)	2,790,345	1,370,077
10	Arus kas masuk lainnya	355,780	185,531



INDIVIDUAL		
Triwulan III 2021		
	Nilai <i>outstanding</i> kewajiban dan komitmen/nilai tagihan kontraktual	Nilai HQLA setelah pengurangan nilai (<i>haircut</i>), <i>outstanding</i> kewajiban dan komitmen dikalikan tingkat penarikan (<i>run-off rate</i>) atau nilai tagihan kontraktual dikalikan tingkat penerimaan (<i>inflow rate</i>).
		Rata-rata dari 3 (tiga) posisi akhir bulan terakhir
		39,755,975
	32,060,471	2,727,974
	9,561,466	478,073
	22,499,005	2,249,901
	38,579,374	23,366,563
	5,547,726	1,290,155
	33,031,648	22,076,408
	-	-
	524,713	457,274
	7,302	7,302
	-	-
	-	-
	-	-
	69,525	2,086
	447,886	447,886
		26,551,811
	1,802,438	-
	3,025,163	1,645,080
	364,339	184,867



No	Komponen	INDIVIDUAL	
		Triwulan IV 2021	
		Nilai <i>outstanding</i> kewajiban dan komitmen/nilai tagihan kontraktual	Nilai HQLA setelah pengurangan nilai (<i>haircut</i>), <i>outstanding</i> kewajiban dan komitmen dikalikan tingkat penarikan (<i>run-off rate</i>) atau nilai tagihan kontraktual dikalikan tingkat penerimaan (<i>inflow rate</i>).
11	TOTAL ARUS KAS MASUK (CASH INFLOW)		1,555,608
TOTALADJUSTEDVALUE1			
12	TOTAL HQLA		35,437,092
13	TOTAL ARUS KAS KELUAR BERSIH (NET CASH OUTFLOWS)		23,074,493
14	LCR (%)		153.58%

Tabel 17: Laporan NSFR (Tabel NSFR)

No.	Komponen ASF	Posisi 30 September 2023				
		Nilai Tercatat Berdasarkan Sisa Jangka Waktu				Total Nilai Tertimbang
		Tanpa Jangka Waktu	< 6 bulan	6 bln - < 1 th	≥ 1 tahun	
1	Modal:	20,003,324	-	-	614,146	20,617,470
2	Modal sesuai POJK KPM	20,003,324	-	-	614,146	20,617,470
3	Instrumen modal lainnya	-	-	-	-	-
4	Simpanan yang berasal dari nasabah perorangan dan pendanaan yang berasal dari nasabah usaha mikro dan usaha kecil:	15,265,536	27,867,019	382,678	216,069	39,943,119
5	Simpanan dan Pendanaan Stabil	4,514,225	6,684,580	67,993	24,707	10,728,165
6	Simpanan kurang stabil	10,751,311	21,182,439	314,685	191,362	29,214,953
7	Pendanaan yang berasal dari nasabah korporasi:	8,577,515	39,781,867	716,801	1,048,132	13,097,526
8	Simpanan operasional	6,780,270	-	-	-	3,390,135
9	Pendanaan lainnya yang berasal dari nasabah korporasi	1,797,244	39,781,867	716,801	1,048,132	9,707,391
10	Liabilitas yang memiliki pasangan aset yang saling bergantung	-	-	-	-	-
11	Liabilitas dan ekuitas lainnya :	2,117,367	-	2,904	-	71,715
12	NSFR liabilitas derivatif	-	-	2,904	-	-
13	ekuitas dan liabilitas lainnya yang tidak masuk dalam kategori diatas	2,117,367	-	-	-	71,715
14	Total ASF					73,729,830



INDIVIDUAL		
Triwulan III 2021		
	Nilai <i>outstanding</i> kewajiban dan komitmen/nilai tagihan kontraktual	Nilai HQLA setelah pengurangan nilai (<i>haircut</i>), <i>outstanding</i> kewajiban dan komitmen dikalikan tingkat penarikan (<i>run-off rate</i>) atau nilai tagihan kontraktual dikalikan tingkat penerimaan (<i>inflow rate</i>).
		1,829,947
		TOTALADJUSTEDVALUE1
		39,755,975
		24,721,864
		160.81%

Posisi 31 Desember 2023					
	Nilai Tercatat Berdasarkan Sisa Jangka Waktu				Total Nilai Tertimbang
	Tanpa Jangka Waktu	< 6 bulan	6 bln - < 1 th	³ 1 tahun	
	21,030,349	-	-	630,805	21,661,153
	21,030,349	-	-	630,805	21,661,153
	-	-	-	-	-
	15,408,036	30,543,944	409,078	212,257	42,428,603
	4,638,658	5,124,746	64,471	26,293	9,362,774
	10,769,378	25,419,198	344,608	185,964	33,065,830
	10,233,699	49,725,241	2,135,040	-	14,417,517
	8,084,965	-	-	-	4,042,483
	2,148,734	49,725,241	2,135,040	-	10,375,035
	-	-	-	-	-
	1,446,231	-	-	-	156,812
		-	-	-	
	1,446,231	-	-	-	156,812
					78,664,086



Tabel 18: Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko setelah Memeperhitungkan Dampak Mitigasi Risiko Kredit - Bank Secara Individu

(dalam jutaan rupiah)

Kategori Portfolio	0%	20%	50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
1 Tagihan Kepada Pemerintah	44,510,991	-	-	-	-	-	44,510,991

Kategori Portfolio	20%	50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
2 Tagihan kepada Entitas Sektor Publik	-	571.486	-	-	-	2.798

Kategori Portfolio	0%	20%	30%	50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
3 Tagihan kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-

Kategori Portfolio	20%	30%	40%	50%	75%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
4 Tagihan kepada Bank	1.919.411	214.628	-	-	-	-	-	-	2.134.040
Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lain	-	-	-	-	1.156.842	-	-	-	1.156.842

Kategori Portfolio	10%	15%	20%	25%	35%	50%	100%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
5 Tagihan berupa Covered Bond	-	-	-	-	-	-	-	-	-



Kategori Portfolio	20%	50%	65%	75%	80%	85%	100%	130%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
6 Tagihan kepada Korporasi Umum	88,861	146,809	-	-	-	5,731,671	4,579,343	-	-	-	10,395,538
Tagihan kepada Perusahaan efek dan lembaga jasa keuangan lain	-	-	-	-	-	-	-	-	-	-	-
Eksposur Pembiayaan Khusus	-	-	-	1,931,942	-	21,279,129	6,716,793	-	-	-	28,253,650

Kategori Portfolio	75%	100%	150%	250%	400%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
7 Tagihan berupa Surat Berharga/Piutang Subordinasi, Ekuitas, dan Instrumen Modal Lainnya	-	-	-	668	-	-	668

Kategori Portfolio	45%	67,5%	75%	85%	100%	112,5%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
8 Tagihan kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	1,049,594	520	17,631,299	577,325	119,789	10,181	-	-	19,185,408



Kategori Portfolio		0%	20%	25%	30%	35%	40%	45%	50%	60%	65%	
9	Kredit Beragun Properti											
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Tidak Bergantung Secara Material pada Arus Kas Properti	-	155,694	27,354	138,557	-	12,890	8,014	39,495	6,225	-	
	tanpa pendekatan pembagian kredit	-	-	-	-	-	-	-	-	-	-	
	dengan menggunakan pendekatan pembagian kredit (dijamin)		-									
	dengan menggunakan pendekatan pembagian kredit (dijamin)	-	-		-		-		-		-	
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Bergantung Secara Material pada Arus Kas Properti				2,615	-		864		-		
	Kredit Beragun Properti Komersial yang Pembayaranannya Tidak Bergantung Secara Material pada Arus Kas Properti	-	-		-		-		-	243,314	-	
	tanpa pendekatan pembagian kredit	-	-		-		-		-	-		
	dengan menggunakan pendekatan pembagian kredit (dijamin)									-		
	dengan menggunakan pendekatan pembagian kredit (dijamin)	-	-		-		-		-		-	
	Kredit Beragun Properti Komersial yang Pembayaranannya Bergantung Secara Material pada Arus Kas Properti											
	Kredit untuk Pengadaan Tanah, Pengolahan Tanah, dan Konstruksi											
Kategori Portfolio		50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK						
10	Tagihan yang telah jatuh tempo	-	530,192	327,395	-	856,923						
Kategori Portfolio		0%	20%	100%	150%	1250%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK				
11	Aset Lainnya	855,222	-	7,183,328	1,327,078	-	-	9,365,628				

	70%	75%	85%	90%	100%	105%	110%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
										-
	224,705	98,240	17,672	-	-	3,045		-	4,476	736,366
	-	-	-	-	-	-		-	-	-
									-	-
		-	-		-			-	-	-
		-				-		398	-	3,877
	65,371	1,191,382			-			-	-	1,500,066
									-	-
									-	-
		-	-		-			-	-	-
	960,438			3,580		623,591	115,651		-	1,703,259
					1,166,096		2,205,520		-	3,371,615

Kategori Portfolio	50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK
12 Kredit Pegawai Pensiun	1,928	-	-	-	1,928



Tabel 19: Pengungkapan Eksposur berdasarkan Kelas Aset dan Bobot Risiko

No	Bobot Risiko	Tagihan Bersih Laporan Posisi Keuangan	Tagihan Bersih TRA (sebelum pengenaan FKK)	Rata-Rata FKK	Tagihan Bersih (Setelah pengenaan FKK dan Teknik MRK)
1	<40%	47,709,161	305,197	90,0%	47,914,507
2	40%-70%	2,777,372	4,889,092	10,0%	2,630,102
3	75%	17,326,607	15,892,011	10,2%	18,818,533
4	80%	1,502,148	4,297,932	10,0%	431,942
5	85%	7,419,754	982,960	10,0%	7,371,798
6	90%-100%	34,470,297	2,804,497	11,5%	34,679,699
7	105%-130%	7,312,093	448,204	10,0%	7,356,913
8	150%	3,973,217	28,234	10,0%	3,975,436
9	250%	668	-	-	668
10	400%	-	-	-	-
11	1250%	-	-	-	-
12	Total Tagihan Bersih	122,491,316	29,648,128	11,1%	123,179,597

Tabel 20: Pengungkapan Kuantitatif terkait Teknik MRK

Bank secara Individu

(dalam jutaan rupiah)

		Tagihan yang Tidak Dijamin dengan Teknik MRK	Tagihan yang Dijamin dengan Teknik MRK	Tagihan yang Dijamin dengan Agunan	Tagihan yang Dijamin dengan Garansi, Penjaminan dan/atau Asuransi Kredit	Tagihan yang Dijamin dengan Derivatif Kredit
		a	b	c	d	e
1	Kredit	63,101,891	2,598,011	2,598,011	-	
2	Surat Berharga	24,050,443	-	-	-	
3	Total	87,152,334	2,598,011	2,598,011	-	
4	Kredit dan Surat Berharga yang Telah Jatuh Tempo	777,991	664	664	-	

**Tabel 21: Pengungkapan Kualitatif Mengenai Counterparty Credit Risk**

Eksposur Risiko Kredit akibat Kegagalan Pihak lawan (Counterparty Credit Risk) saat ini terdiri dari Reverse Repo Pemerintah dan Transaksi Derivatif yang berasal dari Kategori Portofolio Tagihan Kepada Bank dan Tagihan kepada Korporasi.

Bank melakukan pengelolaan risiko ini secara komprehensif salah satunya dengan melakukan pemantauan pada eksposur Counterparty Credit Risk setiap bulannya termasuk pengukuran nilai Potential Future Exposure (PFE) serta melakukan stress test terhadap Credit Valuation Adjustment (CVA) setidaknya satu kali dalam setahun yang dilaporkan ke Regulator.

Tabel 22: Analisis Eksposur Counterparty Credit Risk

		31 Desember 2023					
		Replacement cost (RC)	Potential future exposure (PFE)	EEPE	Alpha digunakan untuk perhitungan regulatory EAD	Tagihan Bersih	ATMR
1	SA-CCR (untuk derivatif)	20,974	18,143		1.4	54,763	27,709
2	Metode Internal Model (untuk derivatif dan SFT)					N/A	N/A
3	Pendekatan sederhana untuk mitigasi risiko kredit (untuk SFT)					N/A	N/A
4	Pendekatan komprehensif untuk mitigasi risiko kredit (untuk SFT)					-	-
5	VaR untuk SFT					N/A	N/A
Total							27,709

Qualitative Analysis

Eksposur Counterparty Credit Risk Desember 2023 terdiri dari tagihan Derivatif yang berasal dari Tagihan pada Pemerintah, Tagihan pada Bank dan Tagihan pada Korporasi.

Tabel 23: Capital Charge untuk Credit Valuation Adjustment (CVA)



Tabel 24: Eksposur Counterparty Credit Risk Berdasarkan Kategori Portofolio dan Bobot Risiko

Kategori Portofolio	31 Desember 2023								
	0%	10%	20%	50%	75%	100%	150%	Lainnya	Total Tagihan Bersih
Tagihan kepada Pemerintah	7,215,441	-	-	-	-	-	-	-	7,215,441
Tagihan kepada Entitas Sektor Publik	-	-	-	-	-	-	-	-	-
Tagihan kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-	-
Tagihan kepada Bank	-	-	33,437	-	-	-	-	507	33,944
Tagihan berupa Covered Bond	-	-	-	-	-	-	-	-	-
Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lainnya	-	-	-	-	-	-	-	-	-
Tagihan berupa Surat Berharga/Piutang Subordinasi, Ekuitas, dan Instrumen Modal Lainnya	-	-	-	-	-	-	-	-	-
Kredit Beragun Properti Rumah Tinggal	-	-	-	-	-	-	-	-	-
Kredit Beragun Properti Komersial	-	-	-	-	-	-	-	-	-
Kredit untuk Pengadaan Tanah, Pengolahan Tanah, dan Konstruksi	-	-	-	-	-	-	-	-	-
Kredit Pegawai/ Pensiunan	-	-	-	-	-	-	-	-	-
Tagihan kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	-	-	-	-	-	-	-	-	-
Tagihan kepada Korporasi	-	-	-	-	-	20,819	-	-	20,819
Tagihan yang Telah Jatuh Tempo	-	-	-	-	-	-	-	-	-
Aset Lainnya	-	-	-	-	-	-	-	-	-
Total	7,215,441	-	33,437	-	-	20,819	-	507	7,270,204

Tabel 25: Tagihan Bersih Derivatif Kredit

Pada posisi Desember 2023, Bank tidak memiliki tagihan bersih derivatif kredit baik untuk proteksi yang dibeli maupun proteksi yang dijual.

Tabel 26: Pengungkapan Kualitatif Mengenai Eksposur Sekuritisasi

Pada posisi Desember 2023, Bank tidak memiliki Eksposur Sekuritisasi

Tabel 27 : Eksposur Sekuritisasi pada Banking Book

Pada posisi 31 Desember 2023, Bank tidak memiliki eksposur sekuritisasi pada Banking Book

Tabel 28 : Eksposur Sekuritisasi pada Trading Book

Pada posisi 31 Desember 2023, Bank tidak memiliki eksposur sekuritisasi pada Banking Book

Tabel 29: Eksposur Sekuritisasi pada Banking Book dan terkait Persyaratan Modalnya - Bank Bertindak sebagai Originator atau Sponsor

Pada posisi 31 Desember 2023, Bank tidak memiliki eksposur sekuritisasi pada Banking Book dan terkait Persyaratan Modalnya - Bank Bertindak sebagai Originator atau Sponsor

Tabel 30: Eksposur Sekuritisasi pada Banking Book dan terkait Persyaratan Modalnya - Bank Bertindak sebagai Investor

Pada posisi 31 Desember 2023, Bank tidak memiliki eksposur sekuritisasi pada Banking Book dan terkait Persyaratan Modalnya - Bank Bertindak sebagai Investor



RISIKO LIKUDITAS

Tabel 38: Aset Terikat (Encumbrance)

(dalam jutaan rupiah)

	a	b	c	d
	Aset Terikat (Encumbered)	Aset yang disimpan atau diperjanjikan dengan bank sentral namun belum digunakan untuk menghasilkan likuiditas	Aset tidak terikat (Unencumbered)	Total
Kas	-	-	855,222	855,222
Penempatan pada BI				
GWM Primer	-	5,292,086	-	5,292,086
GWM RIM	-	939,734	-	939,734
GWM PLM	-	3,891,240	-	3,891,240
FASBI	-	-	-	-
Surat Berharga Pemerintah	206,630	-	37,407,536	37,614,166
Surat Berharga Korporasi	-	-	217,052	217,052
Reverse Repo	-	-	7,215,441	7,215,441
Repo	12,573,231	-	-	12,573,231

Qualitative Analysis

1. Aset Terikat (*Encumbered Asset*) merupakan aset yang dimiliki oleh Bank, namun terbatas untuk kebutuhan likuiditas secara legal maupun kontraktual. Aset Terikat juga tidak termasuk aset yang disimpan atau diperjanjikan dengan Bank Indonesia yang belum digunakan untuk menghasilkan likuiditas. Saat ini, Bank memiliki aset terikat yang terdiri dari Repo sebesar Rp12,57 triliun (jangka waktu jatuh tempo rata-rata di bawah 1 bulan) dan Surat Berharga Pemerintah dengan status diblokir sebesar Rp206,63 miliar.
2. Bank memiliki aset yang disimpan atau diperjanjikan dengan Bank Indonesia berupa GWM Primer sebesar Rp5,29 triliun, GWM RIM sebesar Rp0,94 triliun dan GWM PLM sebesar Rp3,89 triliun. Aset yang disimpan di Bank Indonesia tersebut belum digunakan untuk menghasilkan likuiditas namun tetap diperhitungkan sebagai HQLA sebagaimana diatur dalam POJK *Liquidity Coverage Ratio* (LCR).
3. Aset Tidak Terikat merupakan aset yang memenuhi syarat sebagai HQLA sebagaimana diatur dalam POJK *Liquidity Coverage Ratio* (LCR). Saat ini Bank memiliki aset tidak terikat berupa Kas, Surat Berharga Pemerintah, Surat Berharga Korporasi, dan Reverse Repo.

Tabel 39 : LIQA - Manajemen Risiko Likuiditas

Pengungkapan kualitatif

1. Tata kelola pengelolaan risiko likuiditas, termasuk: toleransi risiko; struktur dan tanggung jawab pengelolaan risiko likuiditas; pelaporan likuiditas internal; dan komunikasi strategi, kebijakan dan praktik risiko likuiditas di seluruh lini bisnis dan dengan dewan direksi.
 - a. Toleransi Risiko
Bank menetapkan limit toleransi (*risk tolerance*) & *risk appetite* Risiko Likuiditas yang konsisten dan relevan dengan bisnis serta kompleksitas kegiatan usaha Bank. Limit tersebut meliputi antara lain limit *Liquidity Coverage Ratio* (LCR), limit *Net Stable Funding Ratio* (NSFR), limit Rasio Intermediasi Makroprudensial (RIM), limit *mismatch* arus kas baik dalam jangka pendek maupun jangka panjang termasuk arus kas yang berasal dari rekening administratif, limit konsentrasi pada aset dan kewajiban, dan rasio-rasio likuiditas lainnya. Penetapan limit toleransi dilakukan agar Bank dapat mengelola likuiditas pada kondisi normal maupun krisis. Penetapan besaran limit *risk appetite* dan *risk tolerance* diajukan oleh Satuan Kerja Manajemen Risiko (SKMR) dan disetujui oleh Dewan Direksi



- dan Komisaris melalui Komite Manajemen Risiko (KMR). Apabila terjadi pelampauan limit, maka Satuan Kerja Manajemen Risiko (SKMR) akan berkoordinasi dengan Unit Bisnis terkait untuk menyusun *action plan*.
- b. Struktur dan Tanggung Jawab Pengelolaan Risiko Likuiditas
Bank menetapkan struktur organisasi, perangkat dan kelengkapan unit/fungsi terkait dengan penerapan manajemen risiko untuk Risiko Likuiditas yang sesuai dengan karakteristik dan kompleksitas kegiatan usaha Bank. Penanggung jawab dari pengelolaan Risiko Likuiditas adalah Unit Bisnis yang aktivitasnya terekspos langsung oleh Risiko Likuiditas. Unit Bisnis tersebut selanjutnya dibantu oleh Satuan Kerja Manajemen Risiko (SKMR) dengan memberikan masukan dan analisa yang objektif dalam proses identifikasi, pengukuran, pemantauan, dan pelaporan Risiko Likuiditas secara independen. Dewan Direksi dan Komisaris bertanggung jawab untuk memastikan bahwa penerapan manajemen Risiko Likuiditas telah sesuai dengan tujuan strategis, skala, karakteristik bisnis, dan profil Risiko Likuiditas Bank, termasuk memastikan integrasi penerapan manajemen risiko untuk Risiko Likuiditas dengan risiko-risiko lainnya yang dapat berdampak pada posisi likuiditas Bank.
 - c. Pelaporan Likuiditas Internal dan Komunikasi Strategi
Bank memiliki Sistem Informasi Manajemen Risiko yang memadai dan andal untuk keperluan pelaporan terkait Risiko Likuiditas. Secara umum, Bank telah menyampaikan dan melaporkan informasi terkait manajemen risiko untuk Risiko Likuiditas yang terdiri dari: rasio-rasio likuiditas, arus kas dan profil maturitas, *stress testing* Likuiditas, Profil Risiko Likuiditas, serta informasi lainnya yang terkait dengan posisi Likuiditas Bank dan kepatuhan Bank terhadap kebijakan dan prosedur Risiko Likuiditas. Seluruh informasi disampaikan ke Unit Bisnis terkait serta Dewan Direksi dan Komisaris melalui kanal sistem informasi internal Bank dan rapat Komite Manajemen Risiko (KMR) secara bulanan. Satuan Kerja Manajemen Risiko (SKMR) selanjutnya akan berkoordinasi secara periodik dengan Unit Bisnis terkait yang mengelola Risiko Likuiditas jika terjadi pelampauan terhadap kebijakan maupun limit untuk Risiko Likuiditas dan menyusun rencana aksi (*action plan*).
 - d. Kebijakan dan Praktik Risiko Likuiditas di Seluruh Lini Bisnis dan dengan Dewan Direksi
Dalam prakteknya, Unit Bisnis yang terekspos oleh Risiko Likuiditas akan menyampaikan informasi mengenai kondisi indikator makroekonomi dan proyeksi bisnis melalui rapat *Asset and Liability Committee* (ALCO) serta dapat mengajukan besaran limit dan toleransi risiko yang terkait dengan Risiko Likuiditas kepada Satuan Kerja Manajemen Risiko (SKMR) untuk dikaji dan diajukan ke Komite Manajemen Risiko untuk mendapatkan persetujuan. Unit Bisnis terkait juga menyusun *action plan*, mengembangkan *risk culture* yang kuat, serta menerapkan kebijakan dan prosedur manajemen risiko untuk Risiko Likuiditas yang telah ditetapkan oleh Dewan Direksi. Selanjutnya Dewan Direksi akan memantau dan memastikan bahwa penerapan manajemen risiko untuk Risiko Likuiditas telah berjalan sesuai dengan tujuan dan karakteristik Bank dengan dibantu oleh Satuan Kerja Manajemen Risiko.
2. Strategi pendanaan, termasuk kebijakan sumber diversifikasi dan tenor pendanaan, dan apakah strategi pendanaannya terpusat atau terdesentralisasi.
Secara umum, Bank akan menyusun strategi pendanaan sebagai bagian dari upaya pengendalian Risiko Likuiditas. Strategi tersebut mencakup strategi diversifikasi sumber dan jangka waktu pendanaan yang dikaitkan dengan karakteristik dan rencana bisnis Bank. Hal ini tercantum dalam limit risiko Untuk Risiko Likuiditas terkait dengan konsentrasi pendanaan seperti konsentrasi Deposito terhadap Total DPK, konsentrasi DPK special rate terhadap Total DPK, konsentrasi DPK Korporasi terhadap Total DPK, serta konsentrasi Kewajiban *Interbank*.
 3. Teknik mitigasi risiko likuiditas.
Bank melakukan mitigasi risiko likuiditas dengan cara memantau limit-limit risiko likuiditas yang telah ditetapkan oleh manajemen Bank. Apabila limit tersebut mengalami pelampauan (*breach*), maka Satuan Kerja Manajemen Risiko berkoordinasi dengan Unit Bisnis Terkait untuk melakukan *action plan*.
 4. Penjelasan tentang bagaimana stress-test digunakan.
Stress Testing Likuiditas digunakan untuk mengetahui kemampuan Bank untuk memenuhi kebutuhan likuiditas dalam kondisi krisis dengan menggunakan skenario stress test secara spesifik (*Bank specific scenario*) maupun stress pada pasar (*general market stress scenario*).



5. Garis besar rencana pendanaan mendesak bank. Dalam rangka pengendalian likuiditas dalam kondisi krisis, dibentuk suatu organisasi *Liquidity Crisis Center Management* (LCCM) yang memiliki tugas dan tanggung jawab melakukan pemantauan secara *continue* mengenai kondisi likuiditas bank. Apabila kondisi likuiditas bank berada dalam kriteria risiko *high*, maka Bank akan mengaktifkan Rencana Pendanaan Darurat.
6. Alat ukur atau metrik yang disesuaikan yang menilai struktur neraca bank atau arus kas proyeksi dan posisi likuiditas masa depan, dengan memperhitungkan risiko transaksi rekening administratif yang khusus untuk bank tersebut. Pengukuran yang digunakan Bank dalam melakukan proyeksi arus kas yaitu dengan melihat kegiatan bisnis utama bank berdasarkan pendekatan informasi bisnis, *remaining maturity (contractual)* maupun *behavioral* dalam *on & off balance sheet*. Selain itu, bank juga melakukan Rencana Pendanaan/Penggunaan (RPP) dalam pengelolaan likuiditas jangka pendek.

RISIKO OPERASIONAL

Tabel 40 : Pengungkapan Risiko Operasional - Bank Secara Individu

No.	Pendekatan Yang Digunakan	Jumlah
1	Pendekatan Standar	
	- Komponen Indikator Bisnis (KIB)	670,739.42
	- Faktor Pengali Kerugian Intern (FPKI)	1,00000000
	- Modal Minimum Risiko Operasional (MMRO)	670,739.42
	- ATMR untuk Risiko Operasional	8,384,242.75

Tabel 41 : Pengungkapan Kualitatif Umum

Qualitative Analysis

1. Bank mengimplementasikan kebijakan manajemen risiko sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/ 2016 dan Surat Edaran OJK Nomor 34/SEOJK/032016 tentang Penerapan Manajemen Risiko Bagi Bank Umum serta mengacu juga pada peraturan internal mengenai kebijakan manajemen risiko. Beberapa kebijakan internal yang terkait manajemen risiko operasional diantaranya Kerangka Manajemen Risiko Operasional; Kebijakan Manajemen Risiko; Kebijakan Manajemen Risiko Operasional; Komite Manajemen Risiko; Pedoman Perhitungan ATMR Risiko Operasional; Pedoman Penyusunan Profil Risiko; Kebijakan Kewajiban Penyediaan Modal Minimum (KPMM) sesuai Profil Risiko; Pedoman Penyusunan Profil Risiko Cabang; Kebijakan *Risk Limit* Bank Mega; Kebijakan Komite Produk dan Proses Penerbitan Produk atau Aktivitas Baru; Ketentuan *Risk Control Self Assessment* (RCSA); Penunjukan *Directorate Operational Risk Management* (DORM); Kebijakan Penyusunan Rencana Darurat
- (*Contingency Plan*) dalam Kondisi Terburuk (*Worst Case Scenario*); Kebijakan *Business Continuity Management* (BCM); Penetapan Anggota Organisasi *Business Continuity Management* (BCM); Pembuatan Dokumen *Business Continuity Plan* (BCP); Klasifikasi Tier Satuan Kerja Berdasarkan Aktivitas Bisnis. Adanya Kebijakan Manajemen Risiko Operasional digunakan sebagai pedoman bagi Bank dalam mengelola Risiko Operasional yang melekat pada setiap aktivitas Bank, terutama untuk menentukan tanggung jawab, akuntabilitas, dan koordinasi dalam proses kerja. Diharapkan dapat meminimalkan potensi kerugian dari tidak berfungsinya proses internal, kesalahan manusia, kegagalan *system*, dan/atau kejadian-kejadian eksternal, dengan mengantisipasi secara dini munculnya kejadian/kesalahan karena tidak dikelolanya Risiko Operasional dengan baik.
2. Untuk meningkatkan efektivitas implementasi manajemen Risiko Operasional Bank telah membangun organisasi manajemen risiko operasional dengan tugas dan tanggung jawab yang telah dirumuskan dengan jelas, mulai dari level Cabang, Regional maupun Kantor Pusat. Di level Kantor Pusat, Bank telah membentuk Unit Kerja Operational Risk Management yang berada dibawah koordinasi Satuan Kerja Manajemen Risiko. Unit Kerja ini memiliki tugas membantu Direksi dalam mengelola Risiko Operasional, memantau proses pelaksanaan manajemen risiko operasional secara menyeluruh, memastikan kebijakan manajemen risiko operasional berjalan pada seluruh tingkat organisasi. Dalam pelaksanaannya Unit Kerja Operational Risk Management berkoordinasi dengan beberapa Unit Kerja dalam Forum Pengendalian Internal seperti Unit Kerja Internal Audit, Unit Kerja Process Management & Internal Control, Unit Kerja Kepatuhan serta Unit Kerja terkait lainnya dengan melakukan rapat rutin untuk membahas isu-isu

Risiko Operasional yang material agar risiko-risiko tersebut dapat dikendalikan secara efektif sejak dini. Dalam rangka implementasi Kerangka Kerja Manajemen Risiko Operasional telah ditunjuk 3 unsur penanggung jawab pengelola di masing-masing Unit Kerja yang terdiri dari Risk Owner, Operational Risk Manager dan Responsible Person. Risk Owner (RO) adalah Pemimpin Tertinggi di Direktorat, Unit Kerja Kantor Pusat, Regional serta Cabang yang bertanggung jawab mengelola Risiko Operasional di Unit Kerja yang dipimpinnya. Operational Risk Manager (ORM) merupakan fungsi manajemen Risiko Operasional yang membantu Risk Owner mengimplementasikan Kerangka Kerja Manajemen Risiko Operasional yang terdiri dari Corporate ORM/CORM (tingkat Bank), Directorate ORM/DORM (tingkat Direktorat) dan Unit ORM/UORM (tingkat Unit Kerja Kantor Pusat). Sedangkan Responsible Person (RP) ada jika diperlukan membantu UORM mengelola Risiko Operasional. Selain itu dalam rangka mengawasi Manajemen Risiko Operasional dan mengawasi isu risiko di setiap Unit Kerja dilaksanakan Operational Risk Governance Meeting dimulai dari level Unit Kerja, Direktorat dan level Bank. Isu risiko operasional yang dibahas pada Governance Meeting dapat diperoleh berdasarkan data pencatatan peristiwa risiko, hasil self assessment, hasil pemeriksaan dan lainnya. Risiko yang teridentifikasi akan diukur dan ditindaklanjuti untuk menekan level risiko.

3. Bank mengembangkan *Operational Risk Management System (ORMS)* dalam rangka penyempurnaan tools yang telah ada. ORMS memiliki tiga modul yakni *Risk Control Self Assessment (RCSA)*, *Key Risk Indicator (KRI)* dan *Risk Event Database (RED)*. RCSA digunakan untuk membantu *risk owner* dalam melakukan proses manajemen risiko operasional yang mencakup identifikasi dan pengukuran risiko operasional secara mandiri yang bersifat prediktif dan antisipatif. Selanjutnya, KRI adalah alat bantu yang memberikan informasi sejak dini mengenai gejala maupun risiko yang trennya menunjukkan peningkatan. Sedangkan RED merupakan *tools* yang berfungsi sebagai *database* peristiwa risiko, yang digunakan untuk data pembelajaran Bank. Bank membangun *database* peristiwa risiko, termasuk di dalamnya terkandung data kerugian karena risiko operasional, melalui modul *Risk Event Database (RED)* di dalam aplikasi ORMS. Hal ini merupakan bagian dari kegiatan Bank mendata *Loss Data* yang akan digunakan di dalam perhitungan Modal Risiko Operasional dan ATMR Risiko Operasional.

Peristiwa yang dicatat meliputi *Loss Event* dan/atau *Near Miss Event*. Kejadiannya dapat berasal dari kegiatan yang bersifat transaksional maupun non transaksional. *Near Miss* merupakan peristiwa risiko yang nyaris menimbulkan kerugian finansial atau yang telah menimbulkan kerugian finansial namun kerugian tersebut sudah *recovery* seluruhnya, dengan catatan pada saat pencatatan pada sistem ORMS-RED peristiwa risiko sudah terselesaikan baik di hari yang sama dengan peristiwa ataupun tidak, sedangkan *Loss Event* merupakan peristiwa risiko yang berdampak finansial atau hilangnya dana Bank. Peristiwa risiko operasional wajib dianalisis kronologi, penyebab, dan dampaknya untuk memperoleh informasi yang lengkap dan utuh. Seluruh peristiwa risiko yang memiliki dampak finansial aktual wajib dicatat di dalam modul RED berapapun nilai kerugiannya. Terhadap Peristiwa Risiko yang telah dicatat Unit Kerja memantau kerugian dari *Loss Event* mengenai *update* setiap *recovery* kerugian sampai dengan final serta pembukuan kerugian final dalam buku Bank. Unit Kerja Operational Risk Management akan merekonsiliasi *Loss* yang dicatat pada Catatan Peristiwa Risiko dengan yang dicatat di GL Kerugian Bank.

4. Satuan Kerja Manajemen Risiko (SKMR) khususnya Unit Kerja Operational Risk Management telah menerbitkan ataupun menyusun beberapa laporan kondisi risiko-risiko yang terkait dengan Bank kepada jajaran manajemen. Laporan-laporan ini dipublikasi dalam rangka mendukung kinerja unit terkait melalui penyediaan data yang informatif dan *dual-control* dalam pengendalian risiko diantaranya Laporan *Risk Limit*, Kewajiban Penyediaan Modal Minimum (KPMM), Penilaian Tingkat Kesehatan Bank, *Risk Event Database (RED)*, *Operational Risk Online Test (OPRIST)*, Laporan Profil Risiko Cabang, Laporan Hasil *Risk Assessment*, Laporan Monitoring & Laporan GL Kerugian Risiko Operasioal, Perhitungan Aset Tertimbang Menurut Risiko Operasional dengan Menggunakan Pendekatan Indikator Dasar pada periode sebelumnya dan Perhitungan Aset Tertimbang Menurut Risiko Operasional dengan Menggunakan Indikator Standar pada periode 2023 sesuai dengan SEOJK No 6/SEOJK.03/2022. Dalam Penilaian Tingkat Kesehatan Bank terdapat beberapa jenis risiko salah satunya Operasional dimana parameter-parameter penilaian pada risiko inheren adalah Karakteristik dan Kompleksitas Bisnis, Sumber Daya Manusia, Teknologi Informasi dan Infrastruktur Pendukung, *Fraud* dan Kejadian Eksternal. Parameter tersebut sesuai dengan Surat Edaran OJK terkait Penilaian Tingkat Kesehatan Bank.



5. Bank senantiasa menyempurnakan implementasi manajemen risiko operasional dengan meningkatkan kesadaran para pegawai terhadap risiko serta menyempurnakan kebijakan dan prosedur untuk operasional bank. Berbagai upaya ini ditujukan untuk memitigasi risiko inheren dan terus meningkatkan sistem pengendalian khususnya terhadap risiko operasional. Bank terus-menerus meningkatkan kesadaran risiko seluruh pegawainya melalui berbagai media termasuk *e-campaign*, buletin dan sosialisasi secara langsung. Sebagai Penerapan Manajemen Risiko sesuai dengan tingkat risiko yang akan diambil, toleransi risiko, dan strategi Bank secara keseluruhan dengan tetap memperhatikan kemampuan modal Bank untuk dapat menyerap eksposur risiko atau kerugian yang timbul, pengalaman kerugian di masa lalu, kemampuan sumber daya manusia dan kepatuhan terhadap ketentuan internal dan eksternal yang berlaku. Bank harus menetapkan limit risiko sesuai tingkat risiko yang akan diambil (*Risk Appetite*) dan toleransi risiko (*Risk Tolerance*) yang memadai sesuai sasaran strategis dan strategi bisnis Bank secara keseluruhan serta wajib dipatuhi oleh seluruh lini organisasi oleh karenanya terbit Kebijakan *Risk Limit* Bank. Bank harus menerapkan budaya risiko (*Risk Culture*) antara lain secara konsisten menerapkan proses identifikasi, pengukuran, pemantauan, pengendalian dan pelaporan atas kemungkinan terjadinya kerugian yang dapat dialami Bank, mencegah kejadian risiko (*Risk Event*) dan meminimalkan kerugian Bank (*Risk Loss*). Kemudian melaksanakan proses identifikasi, pengukuran, pemantauan, pengendalian dan pelaporan

setiap jenis dan kelompok risiko harus dilakukan secara berkesinambungan dan terintegrasi. Budaya Manajemen Risiko diinternalisasikan pada seluruh level organisasi untuk mendorong konsistensi dan efektivitas Penerapan Manajemen Risiko Bank dan merupakan tanggung jawab bersama seluruh karyawan di setiap lini organisasi. Bank memperkuat pengendalian internal melalui forum pengendalian internal dengan melakukan rapat rutin untuk membahas isu-isu Risiko Operasional yang material agar risiko-risiko tersebut dapat dikendalikan secara dini. Terdapat Komite Produk yang dibentuk telah dioptimalkan fungsinya, yakni mengidentifikasi dan memitigasi risiko melekat pada produk dan aktivitas baru serta evaluasi terhadap kinerja produk-produk yang telah diluncurkan. Guna memudahkan langkah-langkah mitigasi risiko produk oleh unit-unit kerja yang terkait, Bank telah menyusun pedoman pengelolaan risiko untuk produk-produk tertentu. Semua uang tunai dan *Bank Notes* yang dikelola Bank wajib diasuransikan, jenis asuransi uang tunai pada Bank terdapat dalam *Cash In Safe* (uang dalam khazanah utama), *Cash In Counter* (uang dalam laci Teller dan *Box* Pejabat Operasional Cabang di *area counter* Teller) dan *Cash In Transit* (uang dalam perjalanan). Sebagai bentuk pengawasan aktif Dewan Direksi atas implementasi Kualitas Penerapan Manajemen Risiko Operasional, Bank telah menyelenggarakan *Operational Risk Governance Meeting* di tingkat Bank yang tujuan utamanya adalah untuk mengidentifikasi dan mengelola risiko utama pada level Bank.

► General Bank Risk Management Disclosures

Organization

The implementation of risk management is governed by the Financial Services Authority (POJK) Decree No. 18/POJK.03/2016 on the implementation of risk management for merchant banks.

Risk Management at PT Bank Mega, Tbk is coordinated by the Directorate of the Deputy General Manager for Support, where this directorate oversees 12 work units, namely Operational Risk Management, Credit Risk Management, Market, Liquidity & Integrated Risk Management, IT & Cyber Risk Management, National Credit Review & Restructuring, National Credit Appraisal, Credit Collection Remedial & Recovery, Collection Strategy & Support, CCPL Collection, CCPL Remedial, CCPL Recovery, and Corporate Legal.

The Credit Risk Management, Operational Risk Management, Market, Liquidity & Integrated Risk

Management, IT & Cyber Risk Management, National Credit Appraisal, National Credit Review & Restructure, together with Compliance & Good Corporate Governance, Crime & Fraud Investigation, Anti Money Laundering, Corporate Legal, Customer Experience & Customer Care, Process Management & Internal Control and other related work units are tasked with identifying, reviewing and monitoring all major risks of the Bank in accordance with established risk management policies and procedures. The risk control function is located in the Internal Audit Department (IADT) and the Process Management & Internal Control Department (PMIC).

On a bank-wide level, PT Bank Mega, Tbk has a Risk Management Committee (KMR) which assists the Board of Commissioners and the Board of Directors in carrying out an active supervision in terms of risk management. In the structure of the Board of Commissioners, there is a Risk



Monitoring Committee, a Remuneration and Nomination Committee, and an Audit Committee, while in the Board of Directors itself, there is an Executive Committee consisting of: Risk Management Committee (KMR), Credit Policy Committee, Product Committee, Information Technology Committee, Human Resources Committee, Assets & Liabilities Committee (ALCO) and Crisis Management Committee (KMK).

On a group level, PT Bank Mega, Tbk is the main entity in the implementation of Integrated Risk Management in Mega Corpora Financial Conglomerate. The Market, Liquidity & Integrated Risk Management Department is the Integrated Risk Management Department (SKMRT). Apart

from this, there is also an Integrated Risk Management Committee (KMRT) which is held on a quarterly basis.

Risk Indicators

In its implementation, the Bank has divided the risks inherent in the Bank's activities into 9 (nine) risk types according to the provisions of the Financial Services Authority (OJK), namely 8 (eight) main risks of the Bank based on OJK Circular (SEOJK) No. 34/SEOJK. 03/2016 dated 1 September 2016 and 1 (one) additional risk outside the 8 (eight) main bank risks related to the implementation of integrated risk management based on SEOJK No.14/SEOJK.03/2015. Each risk is assessed from 2 (two) aspects, namely, Inherent Risk and Quality of Implementation of Risk Management.

The parameters used to assess the Inherent Risk according to SEOJK No.14/SEOJK.03/2017 dated March 17, 2017 regarding the Assessment of the Soundness Level of Commercial Banks are as follows:

Types of Risk	Risk Indicators
Liquidity	- Asset portfolio composition and concentration levels - Quality of funding and adequacy of reserves - Funding strategy and sources of funding - External factors
Market	- Portfolio volume and composition - Potential loss from interest rate risk in the banking book - Business strategy and policy
Liquidity	- Composition of assets, liabilities and transactions on administrative accounts (TRA) - Concentration of assets and liabilities - Vulnerability to funding needs - Access to funding sources
Operational	- Business characteristics and complexity - Human Resources - Information technology and supporting infrastructure - Fraud - External events
Compliance	- Nature and significance of the violations committed - Frequency of violations committed or the bank's track record of non-compliance - Violation of generally applicable terms or business standards for specific financial transactions
Strategic	- Suitability of strategy to business environment - High-risk and low-risk strategy - Business Position - Achievement of the Bank's Business Plan (RBB)
Legal	- Litigation Factors - Engagement weakness factors - Absence/Change in Legislation factors
Reputation	- Influence of the reputation of bank owners and related companies - Violation of business ethics - Product complexity and cooperation between banks - Frequency, materiality and exposure of negative bank news - Frequency and materiality of customer complaints
Intra-Group Transaction*	- Composition of intra-group transactions in financial conglomerates (KK) - Documentation and fairness of transactions - Other information

* Parameters for Evaluating the Inherent Risk of Intra-Group Transactions According to SEOJK No.14/SEOJK.03/2015 on Implementing Integrated Risk Management



Risk Profile

On the basis of the conditions and measures of risk management in 2023, the assessment of the risk profile of PT Bank Mega, Tbk for June 2023 and December 2023, which has been adjusted to the results of the KMR meeting, is as follows:

Risk Profile	June 2023 period			December 2023 Period		
	Inherent Risk Rating	Risk Management Quality Rating	Risk Level Rating	Inherent Risk Rating	Risk Management Quality Rating	Risk Level Rating
Credit Risk	Low	Satisfactory	2*	Low to Moderate	Satisfactory	2
Market Risk	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
Liquidity Risk	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
Operational Risk	Low to Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Strategic Risk	Low	Satisfactory	2*	Low to Moderate	Satisfactory	2
Legal Risk	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
Compliance Risk	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
Reputational Risk	Low	Satisfactory	2*	Low	Satisfactory	2*
Composite Rating			2			2

*Adjustment of composite value based on management decision

Risk Management Implementation Process

The implementation of Risk Management is an obligation for every bank as regulated by POJK No.18/POJK.03/2016 dated March 16, 2016 on the implementation of Risk Management for commercial banks and SEOJK No.34/SEOJK.03/2016 dated September 1, 2016 on the implementation of Risk Management for commercial banks. Based on these provisions and the Bank's internal needs, PT Bank Mega, Tbk has implemented risk management in accordance with the scope of its activities.

The achievement of Bank Mega's strategic goals and business objectives must be balanced with the implementation of Risk Management, in accordance with the best practices in national banking (risk-return management). For this reason, the Bank establishes risk appetite and risk tolerance parameters, which are periodically reviewed. The definition of risk level and its measurement based on a combination of inherent risk aspects and quality of risk management implementation (KPMR) refers to SEOJK No.14/SEOJK.03/2017.

The four pillars of risk management implementation have become a reference for the implementation of risk management in all work units of the Bank. The implementation of the four pillars of risk management in PT Bank Mega, Tbk is as follows:

1. Active Oversight by the Board of Commissioners and the Board of Directors

Active oversight by the Board of Commissioners is provided through the approval and evaluation of risk management policies prepared by the Board of Directors. The Board of Commissioners periodically evaluates the implementation of the risk management policies both in the Board of Directors and Commissioners' meeting forums and in the Risk Monitoring Committee (RMC) meetings. In addition, the Committee evaluates and approves requests from the Board of Directors for transactions/policies.

Active supervision by the Board of Directors includes the preparation, approval and implementation as well as the evaluation of risk management policies and procedures and risk limits, both of which are carried out at Risk Management Committee (RMC), Assets & Liabilities Committee (ALCO) and Policy Committee meetings. Credit. The Board also prepares and establishes approval mechanisms for transactions exceeding limits/authorities and deviations, and approves transactions exceeding limits/authorities or deviations.



2. Policy Adequacy and Limit Setting
In order to support the implementation of risk management, Bank Mega has established several policies related to risk management and determination of risk limits. In their implementation, these policies have been documented in writing in the form of Decree Letters (SK) and Circular Letters (SE) and reviewed periodically with approval up to the Board of Directors level through committee meetings or by circulation to the Board of Directors, depending on the level of authority.
3. Adequacy of Risk Identification, Measurement, Monitoring and Control Processes and Risk Management Information Systems Risk Management Process at PT Bank Mega, Tbk which includes risk identification, measurement, monitoring and control of 8 (eight) types of risks supported by a Risk Management Information System as follows:
 - a. Governance & Policy
Establish risk management policy governance, which includes determining risk appetite and risk tolerance.
 - b. Risk Identification & Measurement
Protect the bank from unexpected losses through risk measurement, which includes:
 - Identifying risks in existing banking processes and activities and in new banking activities
 - Measuring potential risks
 - Measuring actual losses
 - c. Risk Monitoring
Monitoring risk events to detect and prevent losses
 - d. Risk Control
Effectively implement risk control
 - e. Risk Disclosure
Submit risk reports, including risk management reports to the Board of Directors and risk management information reports to the public.
4. Internal Control System
The internal control system of PT Bank Mega, Tbk has been developed and implemented using the Three Lines of Defense model, which consists of:





In order to improve the implementation of risk management, PT Bank Mega, Tbk is constantly developing the tools used, evaluating and correcting any weaknesses in the process and in the development of human resources as the key to implementation. This is important to do considering that risk factors have a dynamic nature following the development of banking business practices themselves.

In addition to the Internal Audit Department (IADT), which performs regular supervision/audits, the Process Management & Internal Control Department (Branch Operations Control, Head Office & Operation Control, and Credit Control subdivisions) also performs ex-post supervision. The National Credit Review & Restructure (NCRR) Department is responsible for the supervision and monitoring of the provision of credit.

Supervision and monitoring of operational activities is performed by Process Management & Internal Control (Branch Operations Control and Head Office & Operation Control sub-units) through on-site and off-site inspections.

Based on the results of this inspection, it can be concluded that improvements are still needed in the operational activities. The action plan for improvement is as follows:

1. Monitoring of pre-signed documents and implementation of APU-PPT program at branches (potential OJK findings)
2. Sharing knowledge of risk event profile database based on 4 (four) causes of operational risk and monitoring dormant accounts
3. Knowledge sharing on Business Continuity Plan (BCP)
4. Coordinate with internal control team, process and product owners, and IT (transformation) team to remediate vulnerabilities related to issues that arise
5. Review Fixed Assets and Inventory (ATI) policy to improve control over existing policies
6. Impose sanctions

Risk Management Process Improvement

There are 5 (five) main areas of focus in the efforts to improve risk management, namely

1. Identification
 - a. Risk awareness, as the main key to risk management, is constantly being improved at both the implementation and management levels. One method is to include risk management material in employee training programs. Risk awareness

is also carried out through internal media such as Credit and Operational Risk Bulletins, which are distributed to all employees of the Bank, where in 2023 the Bank has published Credible, which contains material on updates on the Bank's mega credit developments, economic updates, latest policy updates on Credit RWA and Covid-19 stimulus, as well as material on the digitalization of credit cards and payers.

In addition, socialization, especially on operational risk issues, was carried out to all employees through the publication of a bulletin entitled "Risk Event Database (RED) Volume" and risk campaigns containing operational risk events, the operational risk campaigns carried out in 2023:

- Risk campaign for March 2023 on "Always Apply Dual Control in Every Work Activity".
- Risk Campaign for June 2023 on "The Importance of Segregating Duties in a Work Process"
- Risk Campaign for July 2023 on "Covid 19 Endemic"
- Risk Campaign in July 2023 regarding "Business Continuity Plan"
- Risk Campaign in October 2023 regarding "Implementation of OPRIST Cycle II 2023 for Branches and Regionals"
- Risk Campaign in November 2023 regarding "Beware of Monkey Pox"
- Risk Campaign in December 2023 regarding "Beware of Flooding due to Extreme Rainfall"
- December 2023 Risk Campaign on "Covid-19, Don't Panic, Stay Alert"

Several trainings have been conducted for employees with resource persons from both internal and external parties, including: Socialization and Operations Forum, Bank Indonesia Socialization regarding the Plan for Issuing Provisions on Macroprudential Liquidity Incentive (LKM) Policy, Socialization of Bank Indonesia Regulation (PBI) No. 3 of 2023 on Consumer Protection, Socialization of PBI No. 6 of 2023 on Money Markets and Foreign Currency Money Markets (PUVA), Socialization of PBI No. 7 of 2023 on Export Proceeds Foreign Exchange and Import Payment Foreign Exchange. Socialization of the Law on Personal Data Protection.

In September 2023, the Bank conducted a risk assessment of the CCOP Work Unit regarding work processes in all areas of the Work Unit.

- b. The Bank also carries out thematic analyses to identify operational risks, namely:
 - In Semester I, an analysis was conducted on dormant accounts which was presented at the KMR meeting in March 2023, as well as monitoring the follow-up analysis on the use of power of attorney, control of pre-signed documents, and implementation of the APU-PPT program in branches (potential OJK findings). In Semester II, we conducted a thematic analysis of the risk event database profile based on 4 (four) causes of operational risk and conducted monitoring of dormant accounts.
 - In the second semester, the Bank also conducted quarterly monitoring of internal governance regulations that had expired, namely for Decrees (SK) valid for 5 (five) years and Circular Letters (SE) valid for 3 (three) years, as well as monitoring of thematic analyses conducted in previous years, namely Power of Attorney analysis, Pre-sign documents analysis.
- c. Understanding of policies, existing products and their authorities is a priority that is carried out by the relevant work units for implementing staff in the field. To identify risks associated with the development of new products and activities, the Bank implements an approval mechanism through the Product Committee. In addition to analyzing the risks of products and activities under development, a review of existing products is also conducted with the aim of improving product weaknesses. In addition, in order to increase the efficiency and effectiveness of risk management in this area, the Bank has a special product assessment for certain products that are considered to have significant risks. Regarding product risk, the Bank has a special product assessment for certain products that are considered to have significant risks. With regard to product risk, the Bank has issued provisions for measuring the Bank's product risk in accordance with SE No. 126/DIRBM-PMOC/22 on the Implementation of Bank Products, which refers to POJK No. 13/POJK.03/2021 on the Implementation of Commercial Bank Products.

With the growth of the Bank's loan portfolio, the risk identification process is very important in view of the high potential risks, both in terms of potential deterioration of credit quality and credit concentration based on financing limits per economic sector. The Bank has conducted and will continue to conduct training and education programs for all officers and officials involved in credit activities. A form of credit portfolio monitoring is carried out by the Process Management & Internal Control Department through the Credit Control team, starting from the disbursement of the loan to determine whether the loan disbursed is in compliance with the Bank's procedures and policies.

- d. The process of credit risk identification is carried out by the Credit Risk Management unit by looking at the loan portfolio as a whole, based on segmentation, credit quality, economic sector, concentration of loans to individual borrowers and business groups, and the adequacy of loan loss provisions. In addition to the monitoring of the loan portfolio, individual loans are also monitored in the form of a watch list as an early warning system to prevent deterioration in credit quality. In addition, since 2021, the watch list has also been used as a form of early warning system for the COVID-19 credit restructuring system regarding the potential for deterioration in the Bank's credit quality, which takes into account the debtor's historical and projected repayment capacity, the percentage of deferred interest, the debtor's business performance as measured by the debtor's financial performance, the support of shareholders, as well as external factors such as GDP growth per economic sector. The process of identifying credit card risks is also carried out through credit risk assessment in the account maintenance process. In order to identify the Bank's credit risks for economic sectors, an industry analysis of the blockchain industry was conducted.

In addition, the Bank has also begun to identify climate risks that may affect the Bank's credit portfolio, where the emergence of climate risks, such as risks resulting from natural disasters and risks resulting from the transition to a low-carbon economy, may affect the financial performance of debtors.



- e. For market risk, the identification process is based on portfolio categories, product details and transaction types, such as transactions related to foreign exchange, interest rates and various derivatives. To facilitate the identification process, Spectrum and Bloomberg systems are used.
- f. The liquidity risk identification process is carried out on the Bank's products and activities that affect the collection and distribution of funds in assets, liabilities and administrative accounts, as well as other risks that have the potential to increase liquidity risk. In addition, the Bank has a tool for monitoring the Early Warning System of market/external indicators related to market risk and liquidity risk. This tool identifies the state of market indicators and liquidity outside the Bank (external) in normal or tight conditions, which is expected to affect the Bank's business conditions. This can help the Bank's business unit in making business decisions by prioritizing the level of prudence and vigilance.
- g. Throughout 2023, the operational risk identification strategy will focus on identification through data. Some tools that generate the required data are Risk Event Database (RED), Key Risk Indicator (KRI) and Risk Control Self Assessment (RCSA), Operational Risk Online Test (OPRIST), e-learning. In 2023, the Bank will intensively and optimally implement the Operational Risk Management System (ORMS) developed in 2016, which includes RCSA, RED and KRI, as well as use the Operational Risk Web Links (OWL) system application to implement the Operational Risk Online Test (OPRIST), which is a test conducted online for Bank Mega employees to measure the understanding of policies and procedures, products and other regulations related to their area of work, as well as to increase employees' risk awareness.
- h. In 2023, the Bank will optimize the role of the Internal Control Forum (Internal Audit, Audit Unit, Risk Management, Business Unit and Fraud Investigator) to collaborate in the control of operational risk. The Internal Control Forums held during 2023 are as follows:
 - Internal Control Forum on January 25, 2023 with the PMIC, NTOP, SAPG, NTOP and CGCG work units, with the theme of Power of Attorney risks.
 - Internal Control Forum on March 2, 2023 with the IADT, AMLA, PMIC, NTOP, CFIN, CGCG, SAPG, and RPMG work units on dormant account and power of attorney risks.
 - Coordination with the product and support team regarding dormant account analysis on March 13, 2023.
 - Internal Control Forum on April 6, 2023 with NTOP Work Unit and Regional Operations Head on RED and OPRIST risk issues.
 - Regional Operations Workshop Jakarta-1 on May 27, 2023 with Work Units on Branch Risk Profile, RCSA, OPRIST, RED and BCP.
 - Internal Control Forum (Coordination of Risk Issues with Regional Operations Head) on August 9, 2023 with NTOP Work Unit and Regional Operations Head, covering Regional and Branch RED Profiles for Semester I 2023, Follow-up of IADT Findings for Branches, Document Fulfillment BCP and 2023 BCP Trial for Regional and Branch Offices.
 - Internal Control Forum (Coordination of Operations - Business) on August 30, 2023 with the SAPG, NTOP, PMIC work units, with the topic Customer Transaction Call Backs, LOI, Mobile Numbers as Verification, etc.
 - Internal Control Forum on December 6, 2023 with the PMIC, CGCG, SAPG, COLG, PSSD, COBS, NTOP work units and the Product Owner team (RPMG, CPMA, SBDV, TIBS, CUST, HCMG, HCRO) on the topic of Formulation of Terms and Conditions related to PDP and Customer Consent with the Personal Data Protection Law.
- i. Since 2020, the Bank has measured operational risk in branches through the assessment of the branch operational risk profile, which is published quarterly, and the publication of graphical information (resume) of the branch operational risk profile, which is published monthly.
- j. Periodically updating the Action Plan Document (Recovery Plan) and conducting tests (stress tests) of recovery options in the Action Plan Document (Recovery Plan), as an implementation of POJK No. 14/POJK.03/2017 on Action Plans (Recovery Plan) for Systemic Banks.
- k. The Bank also raises awareness of information technology and cyber risk management for all employees, which includes technology and information security risk, including cyber risk, through various communication media, including: E-Learning Security Awareness, Email Blast Cyber Risk Awareness, PC Wallpaper/Laptop, Cyber Risk and Resilience Technology Information Bulletin (INTERAKSI), and Online Training related to ISO 27001.

- l. The Bank has also conducted cybersecurity testing based on vulnerability analysis to identify the weaknesses of the Bank's system, namely by conducting a vulnerability assessment followed by penetration testing.
 - m. The Bank also conducts cybersecurity testing based on scenarios to validate the process of dealing with potential threats of cyber-attacks and recovering from potential cyber incidents, namely by conducting a table-top exercise to assess the Bank's readiness to respond to cyber incidents and a social engineering exercise in the form of a phishing email simulation for all Bank employees and a dumpster diving exercise for work units that process customer transaction data.
 - n. As part of the Bank's efforts to adequately and effectively manage security and information risks, the Bank has implemented and obtained certification to the international standard ISO 27001:2013 on Information Security Management Systems (ISMS). ISO 27001 requires banks to establish, implement, maintain and continuously improve an information security management system appropriate to its scope.
2. Measurement
 - a. Risk measurement is carried out by the Risk Management Department (SKMR) through a quarterly assessment of the bank's risk profile and a semi-annual assessment of the bank's health level (PTKB). In the context of Mega Corpora Financial Conglomeration, PT Bank Mega, Tbk is designated as the Main Entity which is required to submit an Integrated Risk Profile Report and an Integrated Minimum Capital Requirement Report (KPMR) every semester.
 - b. Regarding the KPMR provisions, the Bank has implemented the Basel II Standardized Approach for measuring market risk and the Basel III Standardized Approach for credit risk.
 - c. In measuring credit risk, the Bank uses a standard method in accordance with SEOJK No.24/SEOJK.03/2021 on Calculation of Risk Weighted Assets (RWA) for Credit Risk Using a Standard Approach for Commercial Banks. The Bank also has credit stress testing tools. The Bank will continue to develop and implement ratings and scoring for corporate, commercial, INCH executing credit segments and interbank facilities. The Bank also continues to improve scoring for the credit card segment, where the development of internal and external scoring, both traditional and non-traditional, is carried out to speed up the credit card application process with the desired level of risk. The Bank validates and reviews the credit card scoring to ensure that the limit and quality of the scores used are still in line with the Bank's risk level. In addition, the bank also conducted an industry analysis of the blockchain industry to measure the level of risk and the bank's exposure to the industry.
 - d. Credit risk measurement also includes Bottom Up Scenario Test (BUST) stress testing and loan portfolio stress testing to determine the Bank's capital and liquidity resilience and its impact on profitability. In addition, the Bank has currently started to develop a methodology for conducting climate risk stress tests for priority sectors identified by the OJK.
 - e. Market risk measurement includes the process of valuing financial instruments, calculating market risk capital requirements, stress testing, and sensitivity analysis. For the valuation process, the Bank may use the marked-to-market method and/or the marked-to-model method. Meanwhile, to calculate the market risk capital charge, the Bank uses a standard calculation method that has been reported to the regulatory authorities (BI and OJK). In addition, the Bank has also measured interest rate market risk in the banking book using the IRRBB (interest rate risk in the banking book) calculation in accordance with SEOJK No.12/SEOJK.03/2018 on the implementation of risk management and risk measurement standard approaches for interest rate risk in the banking book for commercial banks.
 - f. In order to measure capital adequacy, the Bank has been using a standardized approach for commercial banks to calculate operational risk RWA since January 2023.



- g. With the issuance of SEOJK No.23/SEOJK.03/2022 regarding the calculation of risk-weighted assets for market risk for commercial banks, the Bank has developed the calculation of market RWA using the Standardized Approach (SA) method, which will be effective from January 2024. The Bank has also conducted three trials of the Market RWA calculation reports using the Standardized Approach (SA) method, namely in June 2023, September 2023, and December 2023.
- h. In order to improve the implementation of Basel II Pillar 2 and Basel III, the Bank has conducted Internal Liquidity Adequacy Assessment Process (ILAAP) measurements by assessing liquidity adequacy in various market condition scenarios and periods of pressure that the Bank may face without considering liquidity support from the Central Bank.

There are several new features in the measurement and management of liquidity risk in the implementation of ILAAP, such as Available HQLA, which only takes into account HQLA that can be quickly disbursed without obstacles or penalties (excluding GWM and PLM); Survival Period Monitoring, with a survival period that is not only calculated for the next 30 days under stress conditions, but is adjusted to the bank's risk limit; Providing information on the volume of funds due and new funds received, including daily rollover funding within 1 (one) month; improving intraday liquidity by capturing time-specific intraday liquidity risks and correspondent banking vulnerabilities; monitoring liquidity adequacy for significant foreign currencies (liabilities in these currencies are > 5% of the bank's total liabilities).

- i. In the process of measuring liquidity risk, the Bank performs measurements that include liquidity exposures arising from assets, liabilities and administrative accounts. The measurement tools used to measure liquidity risk include minimum statutory reserves (GWM), macroprudential intermediation ratio (RIM), loan to deposit ratio (LDR), maturity profile, daily cash flow projections, liquid assets to non-core deposits, liquid assets to DPK, risk limit, liquidity risk and stress test. The Bank has also implemented the calculation of Basel III liquidity ratios, namely Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). In

addition, the Bank has carried out measurements of the Emergency Funding Plan indicators.

- j. The Bank also has tools for measuring operational risk, namely RCSA, which is one of the risk management tools for conducting self-assessments on the quality of the implementation of controls to anticipate operational risk in the future. Currently, RCSA has been implemented in branches and several work units at Head Office, especially those with transactional activities. The implementation of RCSA will be carried out in 2023:
- In Semester I, the Bank implemented RCSA from April 10, 2023 to May 17, 2023 with the participation of 435 participants consisting of 46 head office work units, 8 regional offices and 381 branch offices.
 - In Semester II, the Bank conducted RCSA from November 13, 2023 to December 1, 2023 with 422 participants consisting of 45 Head Office Work Units, 8 Regional Offices and 369 Branches.
- k. In measuring human resource competency, the Bank also measures the competency of employees according to their job titles by implementing the Operational Risk Online Test (OPRIST) as a work unit tool both at KPNO and at Branches, Sub-Branches and Regional Offices. Oprist in 2023 will be conducted in Semester I starting from 08 s.d. May 22, 2023 and Semester II starting in September 2023 for KPNO and October 2023 for Branch Offices, Sub-Branch Offices and Regional Offices.
- l. In determining the level of cybersecurity maturity and also the level of digital maturity achieved by the Bank, the Bank has conducted an assessment of the Bank's level of cybersecurity maturity and an assessment of the Bank's level of digital maturity in accordance with applicable regulations. In the assessment of the digital maturity level, Bank Mega is one (1) bank out of 19 (nineteen) banks designated by the regulator to conduct the pilot.
- m. In the assessment of the level of bank health (PTKB), the bank has added cyber risk aspects as part of the operational risk profile related to the use of information technology (IT). These aspects include the use of updated antivirus software, the frequency of cyber attacks and the impact of cyber incidents. This step will assist the Bank in

monitoring the vulnerability of IT systems to cyber threats and attacks.

3. Monitoring

- a. The Risk Management Committee (KMR), the Credit Policy Committee (KKP) and the Product Committee also act as monitoring instruments for the risk management process in various functional areas, where policies proposed by the business units are first evaluated from various risk aspects before being implemented.
- b. The Assets and Liabilities Committee (ALCO) meets on a regular basis (monthly) to monitor the achievement of business targets, the implementation of interest rate policy, macroeconomic forecasts, as well as to discuss strategic issues related to the management of market risk and the Bank's liquidity risk.
- c. The Bank routinely monitors the credit quality of all credit segments that have the potential to become problematic or are starting to become problematic through periodic credit monitoring meetings and monthly periodic reporting through the Monthly Credit Report for all credit segments. In the credit card and personal loan segments, the Bank also monitors acquisition and portfolio quality on a weekly basis through the Weekly Dashboard. The Bank also routinely reviews credit card and personal loan approvals on a sample basis to ensure that the process has been carried out in accordance with applicable policies.
- d. Risk monitoring has been inherently performed by each unit through each supervisor and manager, in line with the Three Lines of Defense concept. In addition, the Internal Audit Department (IADT) and Process Management & Internal Control (Branch Operations Control and Head Office & Jakarta Operations Control sub-units) play a role in making the implementation of the monitoring process more effective.
- e. The Bank has monitoring lending limits based on economic sectors and a mechanism for monitoring economic sectors through trigger and action tools. In addition, the Bank has monitoring of credit risk limits. The Credit Risk Management Department has been monitoring the credit performance in relation to the economic sector limits and credit risk limits. The monitoring results are reported periodically (once a month) to the Board of Directors and Commissioners, as well as to several related departments.
- f. Credit monitoring is also carried out through periodic reporting, daily, monthly and quarterly for all credit and credit card segments, in terms of concentration levels, credit risk limits, credit quality, credit mutations, credit provisions, credit restructuring, as well as comparisons with commercial banks and peer groups.
- g. The use of credit decision authority limits (CDAUs) for credit decision officers is also monitored on a regular basis. This periodic monitoring is carried out as part of the review of credit performance and the authority limits of BWMK holders. The policy for granting Credit Decision Authority Limits (CDAL) is also reviewed periodically.
- h. The Bank also monitors the COVID-19 restructuring loan portfolio based on portfolio development, quality, restructuring plans, maturity monitoring and realization of due payments. The monitoring is carried out periodically (once a month), which is then reported to the Credit Director, Deputy Main Director and several related departments.
- i. The market risk monitoring process for trading and counterparty activities is monitored by Treasury International Banking Business Support (TIBS) and Market, Liquidity & Integrated Risk Management (MIRG). The Bank also monitors and reports daily on the exposure, risk and utilization of Treasury limits and global markets, which are reported to the relevant business units and Bank Management.
- j. The Bank monitors the fairness of market prices (off-market) as an effort to maintain the fairness of market prices in relation to the exchange rate/rate of Forex transactions made to both customers and counterparties. With regard to interest rate risk, the Bank also monitors the securities portfolio using the duration & PV01 method in order to anticipate changes in interest rates.
- k. The liquidity risk monitoring process is based on the results of the following measurements: statutory minimum reserve (GWM), macroprudential intermediation ratio (RIM), loan to deposit ratio (LDR),



maturity profile, daily cash flow projections, liquidity to non-core deposits, liquidity to DPK, liquidity coverage ratio (LCR), net stable funding ratio (NSFR) and liquidity stress test. Daily liquidity needs are met by Treasury. The results of the monitoring are periodically presented to the regulators and the Bank's management.

- l. Bank also monitors early warning indicators (Early Warning System), internal indicators such as Contingency Funding Plan and Action Plan (Recovery Plan), which are periodically reported to management. Meanwhile, monitoring external indicators such as: foreign exchange market indicators, stock price index (IHSG), foreign ownership securities, credit default swap (CDS).
- m. The Bank monitors operational risk issues from each Directorate in the Operational Risk Governance Meeting (ORGM) forum at the Bank level, based on the results of self-assessments from each work unit.
- n. Periodically monitor the action plan (recovery plan) trigger levels in terms of capital, liquidity, profitability and asset quality in accordance with the regulations. Perform escalations and prepare action plans when trigger levels are exceeded.
- o. Monitoring of IT Risk Event Data (RED) related to the Bank's critical applications/systems, including follow-up in the form of analysis and further discussions with IT business units to understand events and planned corrective actions based on incident escalations recorded in the Operational Risk Management System (ORMS) system/database.
- p. To complete the operational risk monitoring process, the Bank will routinely monitor the accounting of operational risk losses based on 7 (seven) operational loss GLs throughout 2023. The results of the Operational Loss GL monitoring will be reported in the form of Operational Risk Loss Monthly Monitoring, which will be published monthly.
- q. Operational Risk monitoring is also carried out through the preparation of Operational Risk Profile Reports, Compliance Risk, Reputation Risk and Legal Risk periodically, both monthly for risk limits and quarterly for profiles.
- r. In monitoring indicators that could potentially cause operational risks in branches, the Bank has prepared quarterly branch risk profile reports and monthly

infographics. This can help branch risk owners to identify risks that have the potential to occur (inherent risks).

4. Controls

- a. The Bank has internal policies for the implementation of the Bank's risk management and integrated risk management policies, as well as policies for the Bank's 8 (eight) main risks, namely Credit Risk, Market Risk, Strategic Risk, Liquidity Risk, Operational Risk, Reputation Risk, Compliance Risk, Legal Risk, and 1 (one) additional risk within the scope of the Mega Corpora Financial Conglomerate, namely Intra Group Transaction Risk. With respect to Information Technology and Cyber Risk, the Bank currently has an Information Technology (IT) & Cyber Risk Management Policy.
- b. In an effort to improve the quality of risk management implementation, particularly in terms of the suitability of risk management strategies with the Bank's strategic objectives and overall business strategy, the Bank has included risk limits as part of the Bank's business plan. The risk limit is periodically monitored for compliance with the risk tolerance set by the Bank.
- c. The parameters, percentages or figures for risk appetite and risk tolerance are determined on the basis of historical data analysis, statistical approaches, business/expert judgment and the state of the Bank's general data, as well as strategic decisions of the management.
- d. The Bank has a Credit Risk Limit Tools Trigger & Action Mechanism policy to ensure that the Bank reviews or creates action plans for credit risk limit parameters that have exceeded risk appetite or risk tolerance.
- e. Reviews of risk appetite and risk tolerance are conducted periodically, taking into account changes in the Bank's internal business conditions and strategies, as well as the national banking macro-economy. The Bank also reviews the lending limits based on economic sectors at least twice a year, taking into account the business loan distribution plans as well as the business prospects and economic conditions for each sector, where these limits become milestones for the management in determining the direction of the loan portfolio development in the economic sector by the desired risk level.



Parameter-parameter risk limit (risk appetite dan risk tolerance) yang saat ini menjadi acuan berdasarkan SK No.088/DIRBM/23 tentang Kebijakan Risk Limit Bank Mega, adalah sebagai berikut:

No	Parameter	Risk Appetite	Risk Tolerance
1. Strategic Risk			
a	Bank Mega's assets are compared to the Bank's business plan targets.	≥ 80%	≥ 60%
b	Bank Mega's DPK compared to the Bank's business plan target	≥ 80%	≥ 60%
c	Bank Mega credit compared to the Bank's business plan target	≥ 80%	≥ 60%
d	CAR Position	≥ 17%	≥ 15%
e	BOPO Position	≤ 80%	≤ 90%
f	Market share compared to peer group		
	Asset	≥ 17%	≥ 15%
	DPK	≥ 17%	≥ 15%
	Loans	≥ 15%	≥ 10%
	Capital	≥ 17%	≥ 15%
g	CAR after stress test	> 14%	above the applicable minimum bank capital
2. Operational Risk			
a	Frequency of internal fraud (1 [one] month)	0	< 3 times
b	Frequency of external fraud (1 [one] month)	0	< 8 times
c	Frequency of internal and external fraud (1 [one] month)	0	< 3 times
d	Significant nominal fraud	Nihil	≤ Rp250 Million
e	Ratio of the number of permanent employees leaving to the total number of permanent employees 1 [One] Month	≤ 1,15%	≤ 1,30%
f	Ratio of the number of employees who have not received training (12 [twelve] months) to the total number of employees	≤ 5%	≤ 20%
g	OPRIST score	≥ 85	≥ 75
h	Total core system downtime (1 [one] month)		
	Silverlake Downtime	< 60 minutes	< 120 minutes
	Ascend Downtime	< 60 minutes	< 120 minutes
	MOJF Downtime	< 60 minutes	< 120 minutes
	Downtime Spectrum	< 60 minutes	< 120 minutes
	PCE Downtime	< 60 minutes	< 120 minutes
i	Total Core System Downtime Frequency (1 [One] Month)		
	Silverlake Downtime Frequency	NIHIL	≤ 1 times
	Ascend Downtime Frequency	NIHIL	≤ 1 times
	MOJF Downtime Frequency	NIHIL	≤ 1 times
	Spectrum Downtime Frequency	NIHIL	≤ 1 times
	PCE Downtime Frequency	NIHIL	≤ 1 times



No	Parameter	Risk Appetite	Risk Tolerance
3. Credit Risk			
a	Low quality loans to total loans	≤ 7,50%	≤ 22,50%
	Low quality corporate loans to total corporate loans	≤ 7,50%	≤ 20,00%
	Low quality commercial loans to total commercial loans	≤ 5,00%	≤ 15,00%
	Low quality SME loans to total SME loans	≤ 10,00%	≤ 25,00%
	Low quality consumer loans to total consumer loans	≤ 7,50%	≤ 15,00%
	Indirect Channel Low Quality Credits to Total Indirect Channel Credits	≤ 10,00%	≤ 25,00%
	Low quality loans Credit card & personal loans (CCPL) to total CCPL loans	≤ 5,00%	≤ 15,00%
b	NPLs to total loans	≤ 2,00%	≤ 4,00%
	NPLs as a percentage of total corporate loans	≤ 1,00%	≤ 3,00%
	Commercial NPL loans to total commercial loans	≤ 2,00%	≤ 4,00%
	SME NPL loans to total SME loans	≤ 2,00%	≤ 4,00%
	Consumer NPL loans to total consumer loans	≤ 2,00%	≤ 4,00%
	Indirect channel NPL loans to total Indirect channel loans	≤ 2,00%	≤ 4,00%
	CCPL NPL loans to total CCPL loans	≤ 3,00%	≤ 4,50%
c	Net NPLs to total loans	≤ 1,50%	≤ 3,50%
d	Loans to core borrowers to total loans	≤ 65,00%	≤ 75,00%
e	Allowance for credit losses (CKPN) to total loans	< 1,25%	< 2,25%
f	Foreclosed assets (AYDA) to total assets	< 1,00%	< 2,00%
4. Market Risk			
a	PDN (including DNDF) to CAR Capital	< 5%	< 10%
b	Unrealized Loss Bonds to CAR Capital	> -3%	> -5%
c	Maximum loss ΔEconomic Value of Equity (ΔEVE) to capital	≤ 13%	≤ 15%
5. Liquidity Risk			
a	Liquidity portfolio risk limit		
	Total LJK funding to total liabilities	< 15%	< 18%
	Total HQLA to total assets	> 20%	> 13%
	Time deposit + BI deposit facility against DPK	< 10%	< 30%
b	Risk Limit Composition of Securities		
	Securities - Government	> 50%	> 45%
	Securities - LJK Corporation	< 25%	< 35%
	Securities - non-LJK corporations	< 10%	< 15%
	Securities - Mutual Funds	< 15%	< 20%
c	Risk Limit Composition of Funding Requirement Vulnerability		
	Liquidity Coverage Ratio (LCR)	120% ≤ x < 300%	100% ≤ x < 320%
	Net Stable Funding Ratio (NSFR)	≥ 105%	≥ 100%
	Foreign Currency LDR	< 90%	< 100%
	RIM	80% ≤ x ≤ 85%	Min. 70% dan Max. 95%



No	Parameter	Risk Appetite	Risk Tolerance
d	Risk Limit Maturity Profile (Behavioral)		
	Maturity Gap Time Bucket ≤1 (one) month (Rupiah)	≥ -Rp6 trillion	≥ -Rp10 trillion
	Maturity Gap Time Bucket ≤1 (one) month (Forex)	≥ -USD350 million	≥ -USD500 million
6.	Legal Risk		
a	Percentage increase in number of lawsuits experienced by banks	≤ 4%	≤ 6%
7.	Compliance Risk		
a	Frequency of fines imposed by regulators (BI and/or OJK)	≤ 2 times	≤ 4 times
b	Nominal fines for non-compliance	≤ Rp20 million	≤ Rp40 million
8.	Reputation risk		
a	Number of negative news (news calculated based on news topic)	Nihil	1 ≤ X ≤ 3 times
9.	Intra-group transaction risk		
a	Total loans to mega-corpora group to total bank loans	≤ 2%	≤ 3,50%
b	Total DPK from Mega Corpora Group to Total Bank DPK	≤ 5%	≤ 10%
c	Total income from Mega Corpora Group to total bank income	≤ 5%	≤ 10%
d	Total costs/expenses from Mega Corpora Group to total bank costs/expenses	≤ 5%	≤ 10%

- The risk limit is periodically reviewed to ensure that it is consistent with Bank Mega's strategic objectives and business strategy, as well as with the risk tolerance set by Bank Mega.
- The credit granting process is carried out in accordance with the four-eyes principle, i.e. the credit granting decision involves both business and risk parties and is decided in the Credit Committee according to its level.
- Credit risk control is carried out periodically by the Internal Audit Department. Meanwhile, the credit risk control process in the branches is routinely carried out by the Process Management & Internal Control (PMIC) department through the Credit Control work team. Various aspects of credit control include compliance aspects and potential risks arising in the credit process, economic market conditions and documents, and financial monitoring.
- Credit risk control for the credit card and personal loan segment is performed through the development of dashboard parameters to ensure and monitor the credit card and personal loan approval process running on the system in accordance with applicable regulations.
- In addition to being integrated into the transactional and operational work units, Internal Control also carries out periodic credit and operational checks in the branches. Problem loans are handled by a separate, independent unit, the National Credit Review & Restructure (NCRR), which is responsible for restructuring loans that are beginning to experience problems but still have the potential to be repaid. Meanwhile, the CCPL Collection, CCPL Remedial, CCPL Recovery and Credit Collection Remedial & Recovery work units play a role in the collection and liquidation of assets surrendered by problem debtors whose restructuring is no longer possible.
- Market and liquidity risks are managed through a limit system and discussions at ALCO and Risk Management Committee (KMR) meetings.
- Liquidity risk is managed through funding strategies, management of daily liquidity positions and liquidity risk, management of intra-Group liquidity positions and liquidity risk, management of high-quality liquid assets and contingency funding plans.
- Ensuring the Continuity of Business Processes in the Midst of Crisis Conditions. The Bank continues to improve its Business Continuity Management (BCM) covering business and operational aspects.
- The Bank continuously strengthens risk control mechanisms, especially for operational risk, with steps such as fulfilling and improving human resources through training programs, improving coordination of control work units, improving policies and procedures, strengthening first line of defense control, etc.



10. In the event of the spread of the Covid-19 outbreak, the Bank has issued provisions for PT Bank Mega, Tbk Covid-19 Control Group (SE: 182/DIRBM-PMOC/20), provisions for the determination of PT Bank Mega, Tbk Covid-19 Control Group Kuningan Office Card Center (SE: 125/DIRBM-PMOC/21), and the provisions of the Covid-19 Prevention and Control Guide at PT Bank Mega in implementing business continuity management to ensure that the bank's operations continue and the spread within the bank can be controlled (SE: 119/DIRBM-PMIC/23).
11. Through regular monitoring of risk limits, management can determine the direction of movement of the bank's main risks (credit, market, liquidity, strategic and operational) as an early warning signal.
12. The control of IT and Cyber Risks is carried out in accordance with the "Three Lines of Defense" concept, whereby work units or risk-taking units in IT carry out control self-assessments, refine policies

and procedures, and also perform consultation and communication functions related to risk management.

Pelaporan

1. Bank melakukan pelaporan secara periodik dan rutin kepada regulator atas perkembangan bisnis yang terjadi. Teknis dan jenis laporan-laporan yang dikirim telah sesuai dengan ketentuan dan format yang ditetapkan oleh regulator. Melalui sistem pelaporan ini, Bank Mega melakukan fungsi penjabaran kondisi risiko internalnya secara periodik kepada regulator.
2. Satuan Kerja Manajemen Risiko (SKMR) juga telah mempublikasikan beberapa laporan terkait kondisi risiko-risiko yang terkait dengan bank umum kepada beberapa unit kerja dan jajaran manajemen. Laporan-laporan ini dipublikasi dalam rangka mendukung kinerja unit terkait melalui penyediaan data yang informatif dan dual-control dalam pengendalian risiko.

No	Laporan	Keterangan
1.	Risk Limit Report	Realization reports are compared with risk appetite and risk tolerance. Risk limit parameters are submitted to the Board of Directors on a monthly basis and to the regulator on a quarterly basis as part of the Bank's Business Plan Realization Report. The preparation of the reports and the calculation of the risk limits are regulated by Decree No. 088/DIRBM/23 on the Risk Limit Policy of Bank Mega.
2.	CAR Bank Mega & Integrated CAR	CAR reports to the regulator (OJK) regarding capital, risk-weighted assets (RWA), market, credit and operations calculations as well as integrated CAR reports.
3.	Counterparty Limit & Trader Limit Monitoring	Monitoring results report on Treasury limit breaches.
4.	Assessment of Bank Soundness Level and Integrated Risk Profile	Independent measurement and assessment of various risk management factors in accordance with SEOJK No.14/SEOJK.03/2017 dated March 17, 2017, on the assessment of the health level of commercial banks and SEOJK No.14/SEOJK.03/2015, on the implementation of integrated risk management.
5.	Daily Cash Flow	Cash flow projections.
6.	Operational Risk Online Test (OPRIST)	Reports on the results of online tests, in particular for employees of branches, subbranches, regional offices and certain work units to determine the level of understanding of policies, procedures, product knowledge and aspects of operational risk control, are regulated in the SE on Operational Risk Online Tests (OPRIST).
7.	Branch Risk Profile Report	Branch Operational Risk Profile Assessment Report containing inherent risk measurements and risk management implementation quality (KPMR). Branch Profile Assessment has been regulated in SE No.116/DIRBM-PMOC/22 on Branch Risk Profiles.
8.	Risk Control Self Assessment (RCSA) Report	The self-assessment report on the quality of the implementation of controls to anticipate future operational risks is regulated by SE No. 156/DIRBM-OMIC/23 on Risk Control Self-Assessment (RCSA).
9.	Operational Risk Governance Meeting (ORGM) Report	The reports on the implementation of the operational risk management governance function, carried out at each level of the structure to determine the top risk at the Bank level based on the self-assessment of each work unit, have been regulated in SE No. 018/DIRBM-ORMG/21 on Operational Risk Management Working Guidelines (ORMG).
10.	Business Continuity Plan (BCP) Report	Reports containing planned and coordinated series and activities regarding risk reduction measures, management of the effects of disturbances or disasters as well as recovery processes so that the Bank's operational activities continue are regulated in SE No. 106/DIRBM-PMOC/22 concerning Preparation of Business Continuity Plan Documents (BCP).
11.	Risk Assessment Results Report	Risk Assessment Results Reports are issued for each risk assessment process performed and are specifically addressed to the Director of the relevant area and the Deputy Director General, including the relevant work unit.



No	Laporan	Keterangan
12.	Risk Exposure Quantitative Information Report	Publication of quantitative information on the Bank's risk exposure every 6 (six) months based on POJK No.32/POJK.03/2016 dated August 12, 2016 on Transparency and Publication of Bank Reports and SEOJK No.43/SEOJK.03/2016 on Transparency and Publication of Conventional Commercial Bank and SEOJK Report No.24/SEOJK.03/2021 on Calculation of Risk-weighted Assets Using a Standard Approach.
13.	GWM Monitoring	Monitoring compliance with the minimum statutory reserve (GWM).
14.	Credit Risk Weighted Assets (RWA) - Standardized Approach	The compilation and calculation of Credit Standardized Approach RWA refers to SEOJK No.24/SEOJK.03/2021 concerning the calculation of risk-weighted assets according to the Standardized Approach. Credit RWA calculations are performed monthly and reported to the OJK online via the APOLO system.
15.	Sector-based lending limit report & sector monitoring mechanism	Reports on the development of the bank's loan portfolio in 23 economic sectors defined by the regulator, as well as early warning and action tools for sectors that have exceeded expansion limits.
16.	Laporan Portofolio Kredit	Credit portfolio reports are prepared on a monthly basis and include the development of all credit segments in terms of total portfolio, loan mutations, credit quality, loan restructurings, charge-offs and write-offs, as well as credit provisions.
17.	Watchlist Debitur	Monitoring of debtors with a potential for quality deterioration as an application of early warning signals for credit risk management.
18.	Calculation of Interest Rate Risk - Banking Book (IRRBB)	Preparation and calculation of interest rate risk - banking book based on SEOJK No.12/SEOJK.03/2018 on the application of the standard approach to risk management and risk measurement for interest rate risk in the banking book (interest rate risk in the banking book).
19.	Market Risk Weighted Assets (RWA) - Standard Method	Market Risk RWA is a form of calculation of bank assets related to market risk based on POJK No.11/POJK.03/2016 on Minimum Capital Requirements for Commercial Banks and SEOJK No.38/SEOJK.03/2016 on Guidelines for the Use of Standard Methods in the Calculation of Minimum Capital Requirements for Commercial Banks Taking into Account Market Risk. Market risk RWA is calculated for general interest rate risk, specific interest rate risk, and foreign exchange rate risk. Market risk RWA calculations are performed monthly and reported to the regulator online and offline.
20.	Allowances for Impairment Losses (CKPN) of Bank Mega's Financial Assets	Activities related to the collective and individual CKPN for the Bank's financial assets in accordance with PSAK 71 have been regulated in the Guidelines for Reserves for Impairment Losses on Bank Mega's Financial Assets.
21.	Securities Valuation (Marked to Market & Marked to Model)	The process of determining the fair value (marked to market) of securities to determine the Bank's position on a daily basis relative to the closing market price on that day. For securities that do not have a quoted market price (illiquid securities), a marked-to-model valuation is performed using the credit risk spread approach. These illiquid securities are based on movements in government bond yields with the addition of risk factors.
22.	Fairness of Market Prices (Off-Market)	Measure and monitor the fairness of off-market foreign exchange transactions.
23.	Backtesting exchange rate volatility	Validate the model used to calculate exchange rate volatility against the real exchange rate.
24.	Early Warning System Monitoring (Early Warning System) External Indicators	In order to manage market and liquidity risks while paying attention to the Bank's prudential principles, a tool or system for early warning monitoring (Early Warning System) is required in accordance with SEOJK No.34/SEOJK.03/2016 on the implementation of risk management for commercial banks) Market and liquidity related external indicators of market and liquidity risks.
25.	Calculation of liquidity stress tests	As part of the implementation of liquidity risk management, stress testing is used to test the Bank's ability to meet liquidity needs under crisis conditions.
26.	Liquidity Coverage Ratio (LCR)	Calculation Report on Liquidity Adequacy Ratio Compliance as regulated in POJK No.42/POJK.03/2015.
27.	Net Stable Funding Ratio (NSFR)	Report on calculation of the Net Stable Funding Ratio as regulated in POJK No.50/POJK.03/2017.
28.	Rasio Intermediasi Makroprudensial (RIM)	Calculation of RIM (Macroprudential Intermediation Ratio) as regulated in PBI No. 20/4/PBI/2018 and Regulation of Members of the Board of Governors No. 22/11/PADG/2020.
29.	Profil Maturity Behavioral	The bank identifies the existence of a liquidity gap between asset, liability and management account positions over a given time horizon based on customer behavior/product characteristics (behavioral).



No	Laporan	Keterangan
30.	Credit stress test report	In order to implement credit risk management, stress tests are performed on the credit portfolio by considering the deterioration of credit quality and its impact on the Bank's reserves, profitability and capital adequacy.
31.	Credit Limit Risk Action & Trigger Tools	Action reports resulting from the monitoring of risk limits based on percentage breaches of risk appetite and risk tolerance parameters in the credit area are prepared and submitted on a monthly basis in accordance with the Tools Trigger & Action Mechanism Policy for Credit Risk Limits.
32.	Trigger Level Monitoring Report Program Action Plan (Recovery Plan)	In order to monitor the trigger level of the Program Action Plan (Recovery Plan), a Program Action Plan Trigger Level Monitoring Report is prepared in the form of Capital, Liquidity, Profitability and Asset Quality.
33.	Contingency Funding Plan (CFP) Indicator Monitoring Report	To monitor the Contingency Funding Plan (CFP) indicators that are reported periodically.
34.	Industry Analysis	An analysis of the current state and conditions of an industry, which is used as a reference for business units and underwriters when allocating credit to borrowers in that industry.
35.	Credit Risk Bulletin	Communicate updates on internal and external credit-related regulations, economic developments, portfolio developments and other credit-related topics to all employees in the form of bulletins or other reports.
36.	Reconciliation of intra-group transactions	Bank Mega, as the main entity in the financial conglomerate Mega Corpora, routinely reconciles intra-group transactions to see the dependency between one entity and other entities within a financial conglomerate.
37.	Operational Risk Bulletin & Risk Campaign	Socialization of updates on internal and external regulations related to operations, as well as other topics related to operational risk, communicated to all employees in the form of bulletins, campaign posters, etc.
38.	GL Monitoring Report on Operational Losses	As part of the monitoring and analysis of the GL accounting of operational losses in a work unit, and to ensure that the accounting of operational losses is in accordance with its provisions, as regulated in SE No. 217/DIRBM-PMOC/21 on Accounting and Monitoring of GL - Operational Risks, GL Loss Operations and Return/Recovery of Operational Losses.
39.	Calculation of risk-weighted assets for operational risk using a standardized approach	With reference to SEOJK No. 6/SEOJK.03/2020 on the calculation of risk-weighted assets for operational risk using a standard approach for commercial banks and SE No. 132/DIRBM-PMIC/23 on the guidelines for the calculation of risk-weighted assets (RWAs) for operational risk using a standard approach, the Bank has implemented the calculation of RWAs using the standard approach for commercial banks in 2023 and the results of the calculation have been submitted to the OJK.
40.	Bottom-up stress test (BUST) report	Stress tests conducted by banks appointed by the authorities (OJK and BI) using data and internal bank satellite models based on scenarios and assumptions provided by the authorities.
41.	Dokumen Rencana Aksi (Recovery Plan)	Plan to overcome financial problems that may occur in the bank by preparing several alternative / recovery options scenarios determined by the bank to respond to financial stress experienced by the bank in preventing, recovering or improving financial conditions and business continuity banks (viability).
42.	Dokumen Rencana Resolusi (Resolution Plan)	Document containing information about the bank and its resolution strategy, which is one of the considerations for the deposit insurance corporation (LPS) in the treatment or resolution of a bank that has been identified as a failed bank.
43.	Monitoring of credit approval limits (BWMK)	Monitoring is performed to assess the quality of portfolios approved by BWMK holders, to ensure that all applicable BWMK limits are valid and correct, and to revoke BWMK limits that are no longer valid.
44.	Weekly Credit Card and Personal Loan Dashboard	Weekly publication on the acquisition and quality of the credit card and personal loan portfolio.
45.	Daily Portfolio Credit Report	Daily credit portfolio development reports include detailed credit information per debtor.
46.	Credit Risk Assessment Account Maintenance	Credit risk assessment is performed to evaluate the appropriateness of credit policies and the implementation of the account maintenance approval process in the credit card area.

In order to measure Bank Mega's level of resilience to an extreme external event scenario, Bank Mega conducts stress tests as a basis for decision making and as a means of meeting regulatory requirements. The purpose of stress testing is to estimate the magnitude of losses, the resilience of the Bank's capital to absorb losses, the adequacy of

liquidity to meet the Bank's obligations, and to identify steps that need to be taken to mitigate risks and maintain capital resilience. The implementation of stress testing covers the main types of risk, including credit risk, market risk and liquidity risk. The implementation of stress testing in 2023 is based on the Bottom Up Stress Test (BUST) scenario. The

Bank also conducts stress testing for COVID-19 Restructuring Credit, which aims to estimate the deterioration in the Bank's credit quality and the impact on CKPN, profitability, and the adequacy of the Bank's liquidity and capital, so that the action plan to be taken by the Bank can be seen. In general, the stress test results show that Bank Mega is still able to maintain capital resilience and adequate liquidity in conditions of economic weakness, although there is pressure on profits.

With reference to POJK No. 14/POJK.03/2017 on action plans (recovery plans) for systemic banks, Bank Mega has prepared action plans and recovery options to prevent, restore or improve the financial condition and continuity of the Bank's operations in the event of financial stress. . The prepared Action Plan includes an analysis of the condition of all the Bank's business lines, including scenario analysis of stress conditions (stress testing) that occur idiosyncratically at the Bank and market-wide shocks that could threaten the Bank's business continuity. The Bank prepares recovery options to address capital, liquidity, profitability and asset quality conditions in accordance with the trigger levels set for the purpose of prevention, recovery and improvement of the Bank's financial condition. Bank Mega has also conducted a feasibility and effectiveness analysis to ensure that each prepared recovery option can be properly implemented.

Furthermore, as part of the implementation of the Deposit Insurance Corporation's (LPS) Regulation No. 1 of 2021 on Resolution Plans for Commercial Banks and LPS Letter no. S-304/DKRB/2021, dated December 20, 2021, concerning the notification of the obligation to prepare and submit a resolution plan for 2022, Bank Mega is required to prepare a resolution plan document (resolution plan) in order to overcome the financial problems that will arise. The scope of the resolution plan document shall include at least an executive summary and a resolution strategy.

Risk Management Strategy

The risk management policy is aligned with the Bank's business strategy. The focus of the 2023 business strategy is on the Corporate and Joint Finance segments. In response to the direction of business development, the risk management strategy has taken steps in several key areas. Starting with:

1. Measurement, monitoring and control of the Bank's health so that it remains within the risk appetite corridor or at least within the risk tolerance.
2. Monitoring of each risk limit parameter in the Bank's activities. This activity is implemented in each business line as part of management supervision, so that the Bank's risk level remains within the risk tolerance corridor.
3. Internalization of risk statements and risk culture at all levels of the Bank's organization.
4. Maintain the strength of independence of operational and risk management units in each directorate.
5. Development of human resources, especially risk management skills. This development program will be implemented in the form of Risk Management Certification Training & Refreshment to Enterprise Risk Management based training.
6. Implement regulatory requirements or recommendations in an orderly and sustainable manner.

Specific Bank Risk Management Disclosures

Credit Risk

Credit risk is the risk that debtors and/or other parties will default on their obligations to the Bank. Credit risk management is an integral responsibility of management and staff at all levels, which must be reflected in daily activities through a culture of risk awareness. Each party involved in the planning, decision-making and implementation of the credit approval process is required to analyze and mitigate credit risk in accordance with their respective functions and responsibilities.

Application of Risk Management to Credit Risk

The duties and responsibilities of the Commissioners and Directors, the Risk Management Work Unit, the Support Unit, the Credit Committee, the Risk Management Committee, the Risk Monitoring Committee, and the Credit Policy Committee are set forth in Bank Mega's Credit Risk Management Policy.

An independent work unit has been established to independently assess, monitor and report various risks. The unit is designed to operate independently from the business unit.

The principles applied by the Bank in conducting its credit risk management activities are based on the internal credit risk policy set forth in the Bank's Mega Credit Risk



Management Policy. This policy provides guidance on credit risk management strategies for activities with significant credit risk exposure, credit concentration risk management, and credit risk measurement and control mechanisms.

Credit concentration risk management is carried out by diversifying the credit portfolio across different geographical areas, industries, credit products and individual borrowers and business groups in order to minimize credit risk. In all segments, the banks have lending limits based on economic sectors.

The mechanism for measuring and controlling credit risk is carried out using various analytical tools, including a rating and scoring system as a credit decision tool, a credit decision authority system, other credit risk analysis based on quantitative calculations, as well as credit risk thresholds in the calculation of risk profiles based on ratings. Bank Health Level (PTKB).

PTKB periodically reports to the OJK and is measured using a risk-based bank rating (RBRR) approach, which consists of 2 (two) parts, namely inherent risk and quality of credit risk management implementation. These inherent indicators are grouped into four broad categories, namely asset portfolio composition and concentration level, quality of funding and adequacy of reserves, funding strategy and sources of funding, and external factors.

The Bank also takes into consideration the economic sector in its lending activities. The Bank focuses on lending to sectors with high credit potential and low risk. As of December 2023, the majority of the Bank's loans are allocated to the Information and Communication (19.93%), Transport and Storage (14.49%) and Mining and Quarrying (11.40%) sectors. The amount of loans in this sector is in line with the Bank's lending focus, namely in the corporate segment, especially in the provision of loans to large, less risky corporate groups, as well as in the indirect channel of lending and the credit card segment.

The provision of credit in this sector also takes into account the growing growth of digital business, as well as the economic conditions in each sector, where in the third quarter of 2023, the GDP growth in the information and communication sector was 8.52%, in the transport and storage sector 14.74%, and in the mining and quarrying sector (6.95%), well above the national GDP growth of 4.94%.

Every month, the Bank also measures the risk of Covid-19 debtors restructuring, which is reflected in the scoring value carried out as a kind of early warning system. In addition, the Bank monitors the quality of loans that have undergone COVID-19 restructuring in order to avoid potential defaults.

Disclosure of Quantitative Credit Risk Standards

The Bank uses a standardized approach in calculating risk weighted assets (RWA) for credit risk in accordance with SEOJK No.24/SEOJK.03 /2021 on Calculation of Risk Weighted Assets Using a Standardized Approach, which includes information on the policies on the use of ratings in the calculation of Risk Weighted Assets (RWA) for Credit Risk, the portfolio categories using ratings, the rating agencies used, and the disclosure of counterparty credit risk, including the types of credit risk mitigation instruments generally accepted/used by the Bank and the types of credit risk mitigation instruments used in the calculation of RWA for the Bank's megacredit risk.

Disclosure of qualitative standards for credit risk mitigation

The Bank has a policy on the main types of collateral that can be accepted, the procedures and processes for the evaluation and management of collateral, the main parties providing guarantees and the creditworthiness of these parties, as well as information on the level of concentration resulting from the use of credit risk mitigation techniques listed in the Collateral Appraisal Guidebook.

All of the above policies/guidelines are reviewed periodically to ensure that they are in line with the latest developments in regulations, the business environment and changes resulting from the Bank's business growth and global economic conditions.

Asset Securitization Qualitative Disclosures

The Bank has no exposure to asset securitization.

Market Risk

Market risk is the exposure of balance sheet and administrative account positions, including derivative transactions, to general changes in market conditions, including changes in option prices. Market risk includes, but is not limited to, interest rate risk, foreign exchange risk, equity risk and commodity risk. Interest rate risk, foreign exchange risk and commodity risk may arise from both trading book and banking book positions.

Implementation of market risk management

The determination of the organizational structure, tools and completeness of units/functions related to the implementation of market risk management must be adapted to the characteristics and complexity of the bank's business activities.

In order to implement effective risk management, the bank develops roles and responsibilities that are tailored to the business objectives and policies, size and complexity, and capabilities of the bank. Responsibility for market risk management generally rests with each business unit whose activities are exposed to market risk, and specifically with the Treasury & Financial Institutions business unit as the overall manager of the Bank's market risk. In carrying out this management function, Treasury & Financial Institutions is supported by Market, Liquidity & Integrated Risk Management (MIRG), which independently provides objective input and analysis in the process of identifying, measuring, monitoring and managing market risk.

The division of authority and responsibility between the Board of Managing Directors, the Market, Liquidity & Integrated Risk Management (MIRG) units, the Risk Management Committee (KMR) and the Asset and Liability Management Committee (ALCO), and the support units consisting of Internal Audit, the business units and the operational units is set out in the Market Risk Management Policy.

Trading and banking book portfolio management
Trading book and banking book portfolio management and valuation methods are also governed by the Market Risk Management Policy.

Market risk is managed and controlled by setting and reviewing market risk limits on a regular basis. These limits include the market risk limit and the threshold risk level for the Bank's soundness assessment (PTKB) on the market risk profile (carried out using historical data, statistics, expert judgement and business perspective approaches).

The Bank also periodically measures and reports to the OJK on the management of market risk based on market risk parameters in the Bank Soundness Level Assessment (PTKB) using a risk approach (Risk-based Bank Rating/ RBBR) consisting of two parts, namely inherent risk and quality of risk management implementation. These inherent indicators are grouped into 3 (three) broad categories, namely portfolio volume and composition, potential losses from interest rate risk in the banking book, and the bank's business strategy and policies.

Market risk measurement mechanism

The measurement of market risk in the trading book for foreign exchange and interest rates is determined by calculating the Minimum Capital Requirement (MCR) using the Standardized Approach on a monthly basis, as required by regulatory provisions. The Bank has also implemented regulatory requirements for the calculation of specific interest rate risks, which are weighted based on portfolio categories and security ratings. In addition, the daily net open position (NOP) calculation is used to measure market risk in accordance with regulatory requirements.

Interest rate risk in the banking book is measured on a monthly basis using the Interest Rate Risk in the Banking Book (IRRBB) measure. Interest rate risk is viewed from the perspective of the maximum loss from Δ Economic Value of Equity (EVE) to capital and Δ Neutral Income (NII) to profit target.

Portfolio coverage in KPMM

Portfolio coverage (trading and banking book) is calculated in KPMM using the standard method in accordance with OJK regulations. Calculations in KPMM consist of interest rate risk (specific risk & general risk) and foreign exchange risk. The specific interest rate risk is calculated based on the OJK regulation regarding the guidelines for the use of standard methods in the calculation of KPMM for commercial banks, taking into account the market risk.

Specific interest rate risk is calculated using securities data (trading book) based on portfolio categories and securities ratings. Risk weights are determined based on a combination of portfolio categories and ratings. In general, the weighting is divided into 3 (three) groups, namely Government Category, Qualification Category (Investment Grade) and Non-Qualification Category, with weight variations ranging from 0% to 12%.

For general interest rate risk (trading book), the maturity method is used, with grouping based on the residual maturity bucket from ≤ 1 month to > 20 years. The risk weight varies between 0% and 12.5%.

Meanwhile, foreign exchange risk is calculated as the net open position (PDN) multiplied by a capital charge of 8%. PDN calculations are based on regulatory requirements.

**Steps and plans to anticipate market risk**

The analysis and monitoring of market risk limits and market risk profiles, including trading strategy and banking book parameters, as well as the complexity of the Bank's derivative products, are regularly presented to management through the Risk Management Committee in order to formulate anticipatory measures and plans.

Qualitative disclosure of market risk calculations using internal models

The Bank does not calculate market risk using internal models.

Liquidity Risk

Liquidity Risk is the risk resulting from the bank's inability to meet maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be collateralized without disrupting the bank's financial activities and condition. The inability to obtain cash flow funding sources, thereby giving rise to Liquidity Risk, can be caused by, among other things:

1. Inability to generate cash flows from productive assets or from sales of assets including liquid assets; and/or
2. Inability to generate cash flow originating from raising funds, inter-bank transactions, and loans received.

Implementation of Liquidity Risk Management

Determination of the organizational structure, tools and completeness of units/functions related to the implementation of risk management for Liquidity Risk must be adjusted to the characteristics and complexity of the Bank's business activities.

In order to implement effective risk management, the Bank develops roles and responsibilities that are tailored to the Bank's business objectives and policies, size and complexity, and capabilities. As a general rule, each business unit with activities exposed to liquidity risk has a person responsible for liquidity risk management. Market, Liquidity & Integrated Risk Management (MIRG) independently provides objective input and analysis in the process of identifying, measuring, monitoring and managing liquidity risk.

The division of authority and responsibility between the Board of Commissioners and Directors, the Market, Liquidity & Integrated Risk Management (MIRG) work units, the Asset and Liability Management Committee (ALCO), the support units consisting of Internal Audit, the business units and the operational work units is set out in the Liquidity Risk Management Policy.

Mekanisme Pengukuran dan Pengendalian Risiko Likuiditas

Identification of all sources of liquidity risk as set out in the Liquidity Risk Management Policy, including:

1. Banking products and activities that may affect the source and use of funds in both asset and liability positions and administrative accounts.
2. b. Other risks that may increase liquidity risk, such as credit risk, market risk and operational risk.

The tools used to measure and control liquidity risk relate to regulatory requirements, including minimum statutory reserves (MSR), macroprudential intermediation ratio (RIM), loan to deposit ratio (LDR), maturity profile, daily cash flow projections, liquid assets to non-core deposits, liquid assets to DPK, Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), Liquidity Stress Test, and Liquidity Risk parameters in the bank health assessment (PTKB) using a risk-based bank rating (RBBR) approach consisting of 2 parts, namely inherent risk and quality of risk management implementation. These inherent indicators are grouped into 3 (three) broad categories, namely composition of assets, liabilities and administrative account transactions, concentration of assets and liabilities, vulnerability to funding needs. In addition, the Bank has monitoring tools for the Early Warning System for market/ external indicators of market risk and liquidity risk.

Liquidity risk anticipation policies and plans

Analysis and monitoring of liquidity risk limits and liquidity risk profiles, which include parameters of asset and liability composition, concentration of assets and liabilities, susceptibility to funding needs and access to funding sources, which are periodically presented to management through the Risk Management Committee to formulate actions and anticipatory plans.

Control is exercised over activities with increased risk. Control is exercised through funding strategies, management of daily liquidity positions and liquidity risk, management of intercompany liquidity positions and liquidity risk, management of high-quality liquid assets and contingency funding plans.

Operational Risk

Risiko Operasional adalah risiko yang disebabkan Operational risk is a risk caused by the inadequacy and/or malfunction of internal processes, human error, system failure or external problems that affect the Bank's operations. Since the issuance of the POJK on the Implementation of Risk Management for Commercial

Banks, Bank Mega has been seriously implementing Operational Risk Management by constantly improving the form of implementation in all of the Bank's activities, both those inherent in the transactional activities of the branches and the support activities of the Head Office.

Organization of Operational Risk Management

In order to increase the effectiveness of the implementation of operational risk management, the Bank has established an operational risk management organization with clearly formulated roles and responsibilities, starting from the branch, regional and head office levels. The functions and duties of the organization are constantly reviewed in order to enhance the effectiveness of coordination and sharpen the implementation of risk identification.

At Head Office level, the Bank has established an Operational Risk Management Work Unit under the coordination of the Risk Management Work Unit. This unit is responsible for assisting the Board of Directors in the management of operational risk, monitoring the process of implementing operational risk management as a whole, and ensuring that operational risk management policies are implemented at all levels of the organization. Some of these responsibilities include:

1. Assisting the Board of Directors in developing operational risk management policies.
2. Designing and implementing operational risk assessment and reporting tools, and coordinating operational risk management activities across business units.
3. Prepare operational risk profile reports.
4. Provide support to business units on operational risk management issues and training on operational risk management.

In its implementation, the Operational Risk Management Work Unit coordinates with the Internal Audit Work Unit, Process Management & Internal Control Work Unit, Compliance & GCG Work Unit, Crime & Fraud Investigation Work Unit and other related work units by holding an Internal Control Forum to discuss risk issues. significant transactions so that these risks can be controlled at an early stage.

On the other hand, the Bank has also established an Operational Risk Support Group to the Risk Management Committee (KMR), whose task is to support the KMR in identifying operational risks, especially those related to the risk management process carried out by the risk owner. This support group also acts as a filter for risk issues brought to

the KMR meeting, so that only critical and material issues are sought for resolution in the KMR meeting forum.

Operational Risk Identification and Measurement Mechanism

The Bank uses the Operational Risk Online Test (OPRIST) tool to measure the level of mastery of policies and procedures, authority, and products among branch employees and various work units at Head Office. Identifying risks by looking at the level of employees' mastery of policies and procedures is seen as an effective way to look at potential risks from errors in the implementation of operational processes (especially people risk factors). Since 2022, the Operational Risk Online Test (OPRIST) has used the Operational Risk Web Links (OWL) system application, namely a test conducted online for Bank Mega employees at Head Office and branches to measure understanding of policies and procedures, products and regulations. others related to their field of work, as well as to increase employees' risk awareness.

In addition, Operational Risk Management e-learning has also been implemented for all employees to measure the employees' understanding of Operational Risk Management. Through the implementation of e-learning, the level of awareness of operational risk can be seen while providing refreshment to employees.

On a bank-wide basis, risk identification and measurement is carried out on the basis of several key indicators that are considered to represent the Bank's operational risks. These indicators are grouped into 5 (five) broad categories, namely business characteristics and complexity, human resources, information technology and supporting infrastructure, fraud and external events. The end result of this identification and measurement is the Bank's operational risk profile, which is reported to the OJK on a quarterly basis.

On the other hand, the Bank currently uses the Standardized Approach (SA) for risk measurement related to the calculation of risk-weighted assets (RWA) for operational risk.

Operational Risk Mitigation Mechanism

In order to mitigate or control the operational risk inherent in the operational activities, the Bank periodically reviews the policies and standard operating procedures (SOPs) to ensure the adequacy of these policies and SOPs as work guidelines, considering the Bank's increasingly developing business activities. In addition, the Bank also delegates



authority, particularly for branch transactions, in the form of transaction limits, thereby facilitating the customer service process without neglecting risk aspects.

Separation of functions and duties or segregation of duties is always applied to all operational activities, both transactional and non-transactional, including the reporting process. This includes the implementation of dual control to ensure the validation of transactions. Other operational risk control methods such as security systems, improvement and capability of human resources are also always implemented to minimize operational risk so that the Bank avoids losses.

Legal Risk

Legal risks arise from legal requirements and/or weaknesses in legal aspects. Legal risks can cause significant losses if not properly managed. Early identification of legal risks is very helpful in managing legal risks so that they do not cause losses beyond the bank's tolerance.

Legal Risk Management Organization

The Bank views legal risk as a type of risk that needs to be managed seriously, considering that its impact can be significantly detrimental. Based on this view, the Bank has established a legal risk management organization at both Head Office and Regional Office levels. At Head Office, the Bank has a Corporate Legal Work Unit, which functions as a legal watchdog, whose duties include handling legal issues faced by the Bank, providing legal opinions on cooperation agreements to be entered into by the Bank, and providing legal analysis related to the launch of new products and activities. The Corporate Legal Department reports to the President Director.

In the Regional Office, the legal functions are performed by the Legal Manager under the coordination of the Regional Operational Manager. The existence of this work unit is considered to be very helpful in handling legal issues in the work area of the respective regional office, so that if legal issues arise, they can be dealt with immediately. In the branch office, legal functions are performed by the Legal Officer.

Legal Risk Control Mechanism

Legal risk control is carried out from the first moment when the Bank enters into business cooperation with the Customer in the form of liability, credit or other service activities. Completeness of administrative documents is an important prerequisite for opening an account and performing banking operations, so if the Customer is

unable to provide the relevant documents, the Bank cannot perform the transaction.

If all the Bank's services to the Customer are not performed properly, they may lead to the Customer's complaints, which in turn may lead to legal problems. In order to avoid these things, the Bank has equipped each customer service activity with appropriate policies and procedures so that each Bank employee can handle customer transactions more prudently.

On the other hand, in order to control the legal risk, especially when launching new products and activities, the Corporate Legal Work Unit constantly reviews cooperation agreements, one of the objectives of which is to ensure that the Bank's legal position is correct. In addition, the Corporate Legal Work Unit routinely conducts training sessions for employees on legal risk management, particularly in connection with client transactions in both the liability and credit areas. The aim is to increase employees' competence in managing legal risks.

Strategic Risk

Risiko Strategik adalah risiko ketidaktepatan dalam Strategic risk is the risk of inaccuracy in making and/or implementing a strategic decision, as well as failure to anticipate changes in the business environment. Therefore, the accuracy of the strategy prepared by the Bank is the main key to achieving the set goals. Considering the importance of this strategy, the bank constantly monitors its implementation and evaluates the weaknesses/deviations that occur in order to correct them immediately.

Generally, the Bank's strategy has been formulated and outlined in a business plan document, which must be reported to the OJK at the end of each year. This document sets out the Bank's objectives and targets in terms of assets, liabilities and new products and activities to be issued. Deviations that occur during the implementation phase are risks that must be managed in order to avoid losses to the Bank.

Strategic Risk Management Organization

All business and support units are responsible for assisting the Board of Directors in the preparation of strategic planning and the effective implementation of strategies. The Bank has a Financial Control Department whose responsibilities include monitoring the achievement of the Bank's business objectives. In addition, the Bank's Strategic Risk Management is focused on the achievement of targets set as a form of monitoring the appropriateness of the strategy implemented by the Bank.

Efforts to Identify and Respond to Changes in the Business Environment

One of the issues to be considered in strategic risk management is how quickly the Bank can respond positively to changes in the business environment, both domestically and internationally. In this regard, the Bank always adapts any business strategy that is formulated to developments in the relevant environment. One form of this is the Bank's increased focus on business development through integration with the Group's businesses, while always complying with internal and external laws and regulations. At present, services to key customers (priority banking) are still considered to have great development potential. Promotional strategies through the synergy of credit products and TPF products, which are then offered primarily to priority customers, continue to be implemented in order to maintain customer loyalty and attract new customers.

Mechanisms to measure progress against an established business plan

Strategic risk control is always carried out by all work units, in particular by business work units at the branch level, business areas up to the head office. Each week, the branch evaluates its business performance. This is also done on a weekly basis for Business Areas and Head Office. The scope of the evaluation includes not only the achievement of the set targets, but also finding solutions to the obstacles encountered in the field. All these steps are taken to ensure that the Bank's strategy can be implemented in accordance with what has been determined, i.e. to minimize strategic risk.

Compliance Risk

Compliance risk is the risk arising from the Bank's failure to comply with and/or implement applicable laws and regulations. Compliance risk may arise from, among other things, legal conduct, i.e. the Bank's conduct/activities that deviate from or violate applicable laws or regulations, and organizational conduct, i.e. the Bank's conduct/activities that deviate from or violate generally accepted standards. Compliance risk has a very significant impact if it is not adequately managed, as the impact can be in the form of heavy fines or sanctions. In this regard, the Bank always pays attention to the fact that Compliance Risk is a risk that needs to be managed seriously.

Organization of Compliance Risk Management

Based on this view, the Bank has established a work unit dedicated to compliance, namely the Compliance & Good

Corporate Governance (CGCG) Work Unit, which is located at the Head Office. In order to manage compliance risk, the Bank, through this unit, always ensures that it does not violate applicable regulations, be they internal or external. Monitoring the implementation of all reporting obligations that the Bank has to fulfil to the regulator. CGCG reports to the Compliance Director (Director of Compliance & Human Capital).

Strategy and Effectiveness of Compliance Risk Management Implementation

The existence of the CGCG work unit is independent of the business and support work units, so that it can perform its duties and functions more effectively. In this regard, the Bank always ensures that it does not violate external regulations when drafting and reviewing internal policies, both in the form of operational policies and Standard Operating Procedures (SOPs). Technically, each policy issued must be reviewed by the Compliance Department. On the other hand, when providing services to clients, the officer performing the transaction is obliged to ensure the completeness and accuracy of the documentation. This is done as an anticipatory step so that the Bank is not exposed to compliance risk.

Compliance Risk Monitoring and Control Mechanism

The Internal Audit Department, the Operational Control Department and the Credit Control Department play a very important role in the implementation of compliance risk monitoring. The three work units, according to their roles and duties, work hand in hand to monitor compliance risk for all work units, both business and support. On the other hand, in order to optimize the internal control aspects, the Bank routinely conducts compliance training for employees, especially for new employees and those who have been working for the Bank for a long time. At the branch level, a morning briefing is routinely held at least once a week, which is a discussion forum specifically dedicated to discussing policies issued by headquarters and external regulations.

Reputational Risk

Reputational risk is the risk arising from a decline in stakeholder confidence due to negative perceptions of the Bank. Reputational risk can arise from various business activities of the Bank, such as negative news in the mass media, violations of business ethics and customer complaints, or weaknesses in the Bank's governance, corporate culture and business practices. Given that Reputation Risk is closely related to customers, if it is



not well managed, Reputation Risk has a very significant impact, including the occurrence of a run that ultimately results in the Bank abandoning its customers.

Organization of Reputation Risk Management

As a commercial institution whose business activities are based on public trust, a good name or reputation plays a very important role for the bank. Reputation in the form of public trust needs to be built over a long period of time and therefore requires good management. Based on this, the Bank has a work unit in charge of reputation risk management, namely Corporate Affairs, where the technical implementation is carried out by the Corporate Communication team. This unit is tasked with monitoring negative news in the mass media and handling any customer complaints in the mass media, as well as performing public relations functions and responding to negative news or other events that may affect the Bank's reputation and cause losses to the Bank. It is also responsible for communicating information to investors, clients, creditors, associations and the general public.

In addition, the Bank has a Customer Care Department, which is responsible for handling customer complaints received by the branches. Technically, each customer complaint received by a branch is reported by the branch to Customer Care through the system/application provided. In addition, Customer Care routinely monitors complaints in the system/application and then coordinates with the relevant work units to find solutions to resolve them.

Policies and Mechanisms to Improve Customer Service

In order to maintain its reputation, the Bank is constantly striving to improve its service to customers. When customers feel that all their interests are met, they are expected to make a positive contribution to the Bank's reputation. Increasing the competence of employees who

have direct contact with customers is an effective way of improving service. The Bank does this by providing regular training to tellers, customer service and marketing staff, particularly on how to serve customers and to increase their understanding of the Bank's products.

In addition, the Bank always applies the principles of information transparency towards the clients. In this regard, the Bank always provides information to the client on the benefits, risks and costs of each product and service offered by the Bank. In this way, customers receive balanced information about the products or services they use.

Managing reputational risk in times of crisis

A crisis condition is a condition that is least expected by all types of companies, including banks, because this condition can be a destroying factor of the reputation that has been built by the bank. For this reason, appropriate steps are needed to manage crisis conditions, including how to communicate them to customers to avoid creating negative perceptions of the bank. The role of managing the Bank's reputation risk in times of crisis is performed by the Corporate Affairs department under the direct direction of the President Director. Several strategies that can be implemented by the Bank are maintaining good relations with the mass media in a professional manner, providing adequate understanding and education to the public/customers regarding the crisis conditions so that customers can receive correct information. This is to avoid customer panic.



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**DISKON
HINGGA**

50%

dengan **Kartu Kredit** Bank Mega

BIKIN *jadi* **HIDUP**



Syarat dan Ketentuan:

- Berlaku s/d 31 Desember 2024
- DISKON 30% dengan minimum transaksi Rp75.000,- dan maksimum transaksi Rp250.000,- (sebelum pajak)
- DISKON 50% minimum transaksi Rp250.000,- dan maksimum transaksi Rp1.500.000,- (sebelum pajak)
- Berlaku untuk dine in & take away
- Tidak berlaku split bill
- Berlaku untuk Kartu Kredit Bank Mega kecuali Mega Silver/Classic Card, Mega Corporate Card, Mega Groserindo Card, Mega Wholesale Card, Mega Barca Card, Mega FIFA Card, Mega IA ITB Card, Bank Riau Card dan Bank Sulteng Card



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05

Corporate Governance



Foreword



Bank Mega is aware of the importance of the implementation of good corporate governance (GCG), now and in the future, in view of the increasing risks and challenges facing the banking industry. Therefore, Bank Mega has a strong commitment to the continuous improvement of the implementation of GCG best practices at all levels of the organization. The implementation of GCG is a

key element for Bank Megain conducting all business activities in the banking industry in Indonesia. In addition, GCG plays an important role as a key component of the Bank's efforts to improve performance, protect stakeholder interests, and enhance compliance with applicable laws and regulations as well as generally accepted ethical values in national banking.

► Legal Basis for the Implementation of Corporate Governance

Bank Mega's implementation of corporate governance at all levels of the organization is guided by various laws and regulations applicable to the banking industry and public companies, including:

Dasar Hukum	Jenis Regulasi
Law (UU) of the Republic of Indonesia	• Law no. 10 Year 1998 concerning Banking; • Law no. 40 Year 2007 concerning Limited Liability Companies; • Law No. 27 Year 2022 concerning Personal Data Protection



Dasar Hukum	Jenis Regulasi
Regulation of the Financial Services Authority (POJK)	• POJK No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies; • POJK No. 34/POJK.04/2014 regarding Nomination and Remuneration Committee of Issuers or Public Companies; • POJK No. 35/POJK.04/2014 regarding Corporate Secretary of Issuers or Public Companies; • POJK No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks; • POJK No. 55/POJK.04/2015 regarding the Establishment and Work Guidelines of Audit Committee; • POJK No. 56/POJK.04/2015 regarding the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter; • POJK No. 4/POJK.03/2016 regarding the Assessment of Commercial Bank Soundness Level; • POJK No. 18/POJK.03/2016 regarding Implementation of Risk Management for Commercial Banks; • POJK No. 29/POJK.04/2016 regarding the Annual Report of Issuers or Public Companies; • POJK No. 46/POJK.03/2017 regarding the Implementation of the Compliance Function of Commercial Banks; • POJK No. 1/POJK.03/2019 on the Implementation of the Internal Audit Function in Commercial Banks; • POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports; • POJK No. 12/POJK.03/2020 dated 16 March 2020 concerning Consolidation of Commercial Banks; • POJK No. 15/POJK.04/2020 on Planning and Organization of General Meetings of Shareholders of Public Companies; • POJK No. 16/POJK.04/2020 of 2020 on the Implementation of Electronic General Meetings of Shareholders of Public Companies • POJK No. 63/POJK.03/2020 concerning Commercial Bank Reporting Through the Financial Services Authority Reporting System; • POJK No. 12/POJK.03/2021 concerning Commercial Bank; • POJK No. 11/POJK.03/2022 on the Implementation of Information Technology by Commercial Banks; • POJK No. 6/POJK.07/2022 concerning Consumer and Public Protection in the Financial Services Sector; • POJK No. 24 Year 2022 concerning Development of the Quality of Human Resources for Commercial Banking; • POJK No. 17 Year 2023 regarding Commercial Bank Governance Implementation
Financial Services Authority Circular (SE OJK)	• SEOJK No. 55/POJK.04/2015, dated December 29, 2015 regarding the Establishment and Guidelines for the Work Implementation of the Audit Committee; • SEOJK No. 40/SEOJK.03/2016, dated September 26, 2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks; • SEOJK No. 13/SEOJK.03/2017, dated March 17, 2017 concerning the Implementation of Good Corporate Governance for Commercial Banks. • SEOJK No. 35/SEOJK.03/2017 of 17 March 2017 on Standard Guidelines for Internal Control Systems of Commercial Banks • SEOJK No. 16/SEOJK.04/2021, dated June 29, 2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies. • SEOJK No. 28/SEOJK. 03/2022, dated December 22, 2022, concerning Risk Management Certification for Commercial Bank Personnel • SEOJK No. 29/SEOJK.03/2022, dated December 27, 2022 concerning Cyber Resilience and Security for Commercial Banks
Others	• Indonesian Corporate Governance Roadmap Towards Better Governance of Issuers and Public Companies issued by OJK on February 4, 2014; • The most recent Articles of Incorporation of the Company, as set forth in Deed No. 17 dated March 23, 2022, regarding changes in issued and paid-up capital. • Decree of PT Bank Mega Tbk No. SK: 039/DIRBM/20 on Corporate Governance Implementation Guidelines

► Corporate Governance Principles

Bank Mega's GCG implementation also refers to the 5 GCG principles consisting of transparency, accountability, responsibility, independence and fairness. The implementation of the five GCG principles involves the Board of Commissioners, Directors, and all employees of the bank to strengthen the bank's business operations as a whole. The five GCG principles are

Transparency

The Bank implements openness in presenting material and relevant information, and openness in making decisions.

Accountability

The Bank implements clarity in the functions and responsibilities of the Bank's organs for effective management.

Responsibility

The Bank always ensures that the management of the Bank conforms to the legal regulations and to the principles of sound managing the Bank.

Independency

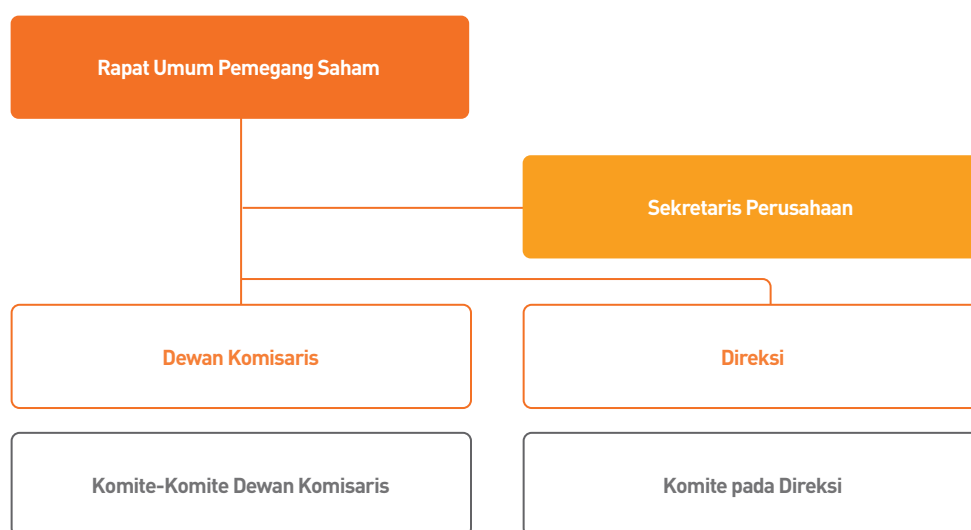
The Bank ensures that the management of the Bank is conducted professionally without any influence or pressure from any party.

Equality and Fairness

The Bank always ensures fairness and equality in fulfilling the rights of stakeholders arising from agreements and laws.

Governance Structure

As stipulated in the Law on Limited Liability Companies and in the Articles of Association of Bank Mega, the Bank's GCG structure is composed of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Directors. In addition, the Board of Commissioners and the Directors are assisted in the performance of their duties and powers in the management of the Bank by supporting committees, as shown in the table below:



As stipulated in the Board Manual for the Board of Commissioners of Bank Mega, the Board of Commissioners is required to form an Audit Committee, a Risk Monitoring Committee and a Remuneration and Nomination Committee. The formation of these three committees is in accordance with the provisions for the implementation of the governance of commercial banks in accordance with POJK No. 17 of 2023. Meanwhile, Bank Mega's Board of Directors formed a committee according to the Bank's needs as regulated in the Board Manual. Currently, the supporting organs of the Board of Directors are committees and work units under the Board of Directors.

The Board of Directors has formed several executive committees to assist it in carrying out its duties and responsibilities. These committees are: Risk Management Committee, Assets and Liabilities Committee (ALCO), Credit Policy Committee, Information Technology Steering Committee, Human Resources Committee, Product Committee, Crisis Management Committee and Credit Committee. Besides these committees, the Bank also established Integrated Risk Management Committee and Integrated Governance Committee considering Bank Mega's position as the Main Entity in Mega Corpora Financial Conglomerate.

The Board of Directors of Bank Mega has also formed a working unit under the Board of Directors to assist in the performance of the duties and powers of the Bank's management. The Work Units in question consist of the Internal Audit Work Unit, the Compliance Work Unit, the Risk Management Work Unit, the Anti-Money Laundering (AMLA) Work Unit and the Anti-Fraud Strategy Implementation Work Unit. The existence of this Work Unit meets the requirements set forth in POJK No. 17 of 2023 concerning the Implementation of Commercial Bank Governance.

In order to strengthen the functions of various supporting bodies under the Board of Commissioners and Directors, Bank Mega has prepared a set of policies and procedures based on the regulations of the Financial Services Authority and Bank Indonesia, as well as applicable laws and regulations. The preparation of these policies and procedures is balanced with their direct socialization or publication in media that are easily accessible to all employees.



Annual General Meeting of Shareholders

The General Meeting of Shareholders (GMS) is an organ of the Bank, which has powers that are not granted to the Directors or the Board of Commissioners within the limits established by the Law on Limited Liability Companies and/or the Articles of Association. The implementation of the General Meeting of Shareholders of Bank Mega is regulated by POJK No. 15/POJK.04/2020 on the Planning and Organization of General Meetings of Shareholders of Public Companies, POJK No. 16/POJK.04/2020 of 2020 on the Implementation of Electronic General Meetings of Shareholders of Public Companies and the Statute of Bank Mega.

Type of GMS

According to the POJK Regulations on the Implementation of GMS and the Bank's Articles of Association, GMS can be divided into Annual GMS and Extraordinary GMS. The Annual GMS (AGMS) must be held no later than 6 (six) months after the end of the fiscal year. At the AGMS, the Board of Directors submits an annual report, which has

been reviewed by the Board of Commissioners and which includes, among other things, a report on the management of the Bank carried out by the Board of Directors during the previous financial year, for approval at the AGMS. The Board of Directors also submits financial reports audited by a public accountant registered with the OJK for approval by the AGMS. In addition, the AGMS decides on the appropriation of the net profit, if any, and appoints a public accountant registered with the OJK. The AGMS may decide on such matters as may be proposed in accordance with the Bank's Articles of Association.

Meanwhile, an Extraordinary General Meeting (EGM) shall be held by the Board of Directors at the written request of the Board of Commissioners or of 1 (one) or more shareholders who together represent 1/10 (one tenth) of the total shares with valid voting rights, which may be held at any time accompanied by reasons and fulfilling the requirements stipulated in the Bank's Articles of Association.

► The Implementation and Resolutions of Agms 2023 for the Fiscal Year 2022

Chronology of the AGMS

Bank Mega held an Annual GMS (AGMS) on February 24, 2023 at 14:16 - 15:54 at the Mega Auditorium, Bank Mega Tower, 3rd Floor, Jalan Captain Tendean Kav. 12 - 14A, South Jakarta 1279. Prior to the holding of the AGMS, the Company made an announcement via PT Bursa Efek Indonesia's website (www.idx.co.id), the Bank's website (www.bankmega.com) and eASY.KSEI's website (<https://akses.ksei.co.id>). Through the same media, Bank Mega has summoned the AGMS on February 2, 2023. In the AGMS notice, Bank Mega also provided a link to participate in the AGMS by accessing KSEI's Electronic General Meeting System (eASY.KSEI) at <https://akses.ksei.co.id/> provided by KSEI.

This process is conducted by the Company in accordance with POJK No. 15/2020, POJK No. 16/POJK.04/2020 dated 21 April 2020 on the Implementation of Electronic Shareholders' Meetings of Public Corporations and the Articles of Association of the Bank.

Quorum of Shareholders Present

The meeting was attended by shareholders and/or proxies/representatives of shareholders, both physically and through the eASY.KSEI application, representing 11,437,176,871 shares or 97.41% of the votes out of the total number of shares with valid voting rights issued by the Company until the date of the meeting, which amounted to 11,740,923,365 shares.

All the shareholders present gave 100% approval to all the resolutions on the agenda of the AGMS, except for the agenda of the third meeting, which was not adopted at the meeting because it was only intended to inform the shareholders about the Company's Sustainable Financial Action Plan for 2023.

Questions and Answers

For each item on the agenda of the Meeting, the shareholders have the opportunity to ask questions or express opinions related to the discussion of the item on the agenda of the Meeting. On the agenda of the first meeting there was 1 (one) question from shareholders and for the agenda of the second to ninth meetings there were no questions from legal holders.



Decision-making mechanism

Decisions are made on the basis of votes cast physically and electronically via the eASY.KSEI application. Decisions of the meetings are made by voting, taking into account physical votes and electronic votes via the eASY.KSEI application.

AGMS Agenda and Resolutions

The AGMS agenda and resolutions are as follows:

No	Agenda	Keputusan/
1	Approval and Ratification of the Annual Report year ended on December 31, 2022, consisting of: a. Company's Management Report; b. The audited financial statements of the Company; c. Board of Commissioners Supervisory duties Report of the Company.	- Accepted and approved the Board of Directors' Annual Report regarding the Management of the Company for the 2022 financial year, and the Board of Commissioners' Supervisory Report for the financial year ending December 31st, 2022; - Receive and ratify the Financial Statements for Fiscal Year 2022 which includes the Balance Sheet and Profit and Loss calculations which have been audited by the Public Accounting Firm Kosasih, Nurdyaman, Mulyadi, Tjahjo & Partners with Report number 00023/2.1051/AU.1/07/1671-2/1 //2023 January 27, 2023; And - Provide full release and discharge of responsibility to members of the Board of Directors and Board of Commissioners for the management and supervision carried out during the 2022 financial year as long as these actions are reflected in the Financial Statements.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
2		
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
3	Board of Directors Business Plan Report Year 2023 and Sustainable Finance Action Plan Report.	For the agenda of the Third Meeting, no Meeting decision is made because it was only to be communicated to shareholders regarding the Company's Sustainable Finance Action Plan for 2023.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
4	Appointment of the Public Accountant Office to audit the Company's Annual Report for the 2023 financial year.	To give authority and power to the Board of Commissioners and with regard to the recommendations of the Audit Committee, to appoint a Public Accountant Firm registered with the Financial Services Authority, to conduct an audit of the Company's finances for the financial year 2023, to obtain an auditor with the best quality and price.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.



No	Agenda	Keputusan/
5	Changes of the Structure of the Company's Management.	- Appointed Mrs. Indivara Erni and Mrs. Lay Diza Larentie, each as Deputy Main Director; Mr. YB Hariantono as the Director of the Company, with the provision that the appointment of Mrs. Indivara Erni and Mrs. Diza Larentie as the Vice President Director, and Mr. YB Hariantono as the Director is effective as of the time those concerned have received approval from the Financial Services Authority for Fit and Proper Test and comply with applicable laws and regulations, with a term of office up to the Annual General Meeting of Shareholders which will be held in 2024 without prejudice to the right of the General Meeting of Shareholders to terminate at any time. With the above decision, the composition of the members of the Board of Directors of the Company is as follows: President Director : Kostaman Thayib Vice President Director : Indivara Erni Vice President Director : Lay Diza Larentie Director : Yuni Lastianto Director : Madi Lazuardi Director : Martin Mulwanto Director : C. Guntur Triyudianto Director : YB Hariantono - Appoint Mr. Hizbullah as Independent Commissioner of the Company, provided that the appointment of Mr. Hizbullah as Independent Commissioner is effective from the time he has obtained approval from the Financial Services Authority for Fit and Proper Test and complies with applicable laws and regulations, with a term of office up to the General Meeting Annual Shareholders' Meeting which will be held in 2027 without prejudice to the rights of the General Meeting of Shareholders to terminate at any time. With the above decision, the composition of the members of the Company's Board of Commissioners is as follows: President Commissioner : Chairul Tanjung Vice President Commissioner : Yungky Setiawan Independent Commissioner : Achjadi Ranuwisastra Independent Commissioner : Lambock V. Nahattands Independent Commissioner : Hizbullah To approve the granting of power and authority to the Board of Directors of the Company to declare the resolutions of this Meeting in a notarial deed and to report changes in the composition of the members of the Company's Board of Commissioners to the competent authority.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.



No	Agenda	Keputusan/
6	The determination of honorarium and other allowances for Board of Commissioners and Board of Directors for Year 2023.	- To determine a budget for net honorarium of all members of the Board of Commissioners amounting to Rp1.510.000.000,- per month with taxes being borne by the Company, and to empower and authorize the Company's Board of Commissioners to determine the distribution thereof and other benefits for each member of the Board of Commissioners, to be applicable until resolved otherwise at the following Annual General Meeting of Shareholders. - To approve the granting authority and power to the Board of Commissioners for and on behalf of the Meeting to determine the salary and other benefits for each member of the Company's Board of Directors.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
7	Approval on the Company's Recovery Plan Update	- Approve the Update of the Company's Recovery Plan which has been prepared in the 2022 Period Recovery Plan Document and submitted by the Company to the Financial Services Authority in order to comply with the provisions of the Financial Services Authority Regulation Number 14/POJK.03/2017 concerning Action Plans (Recovery Plan) for Systemic Banks, including changes to the trigger level of the Company's NSFR indicator. - Approve to give power and authority to the Board of Directors of the Company to carry out one or several options in updating the Company's Action Plan (Recovery Plan) by first obtaining the approval of the Board of Commissioners, including in the event of an urgent situation and condition, where the Board of Directors of the Company must carry out one of the one or several options in updating the Company's Action Plan (Recovery Plan) which requires the approval of the General Meeting of Shareholders, provided that they comply with the provisions of laws and regulations in the Capital Market sector considering that the Company is a Public Company. - Declare that the granting of power and authority is effective from the time the proposal submitted in this event is received and approved by this Meeting
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
8	Approval for submission of the Company's Resolution Plan documents.	
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
9	Amendments of the Company's Articles of Association	- Approve changes and readjustments to the Company's Articles of Association, in order to comply with the provisions of the applicable laws and regulations. - Approve the granting of power and authority to the Board of Directors of the Company to make changes to the provisions of the Articles of Association in accordance with the decision of the Meeting, state the decision of this meeting in a notarial deed including to rearrange all provisions of the articles of association in a notarial deed if necessary, as well as to arrange for approval and reporting the amendments to the articles of association to the Minister of Law and Human Rights of the Republic of Indonesia and taking any necessary actions to implement the changes to the provisions of the Company's articles of association.
	Follow-Up/Realization	Have been documented in Deed No. 7 dated February 24, 2023 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.



► The Implementation and Resolutions of Agms 2022 for the Fiscal Year 2021

In summary, the AGMS agenda and resolutions for February 25, 2022 are as follows:

No	Agenda	Keputusan/												
1	Approval of the Board of Directors Report and Supervisory Report of the Board of Commissioners and Ratification of the Company's Annual Report for the Financial Year ending 31 December 2021.	To receive and approve the Board of Directors' Report regarding the management of the Company during the 2021 financial year and the Board of Commissioners' Supervisory Report for the financial year ending on 31 December 2021 including receiving and ratifying the 2021 Financial Year Financial Report which includes the Balance Sheet and Profit and Loss calculation which has been audited by the Office Public Accountants Kosasih, Nurdyaman, Mulyadi, Tjahjo & Partners with their Report number 00017/2.1051/AU.1/07/1671-1/1/I/2022 dated January 18, 2022 as well as providing full settlement and release of responsibilities to members of the Board of Directors and The Board of Commissioners for the management and supervision that has been carried out during the 2021 financial year as long as these actions are reflected in the Financial Statements.												
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.												
2	The Determination For The Distribution Of the Company's Net Profit For The Financial Year Ended On December 31st, 2021	- To determine the Company's entire net profit for the financial year 2021 amounting to Rp4.008.051.552.365,- to be used as follows: - An amount of Rp 51.552.365,- would be set aside as a reserve fund to comply with the provisions of Article 70 of the Limited Liability Company Law; - An amount of Rp2.800.000.000.000,- would be distributed to the shareholders as cash dividends; - The remaining amount of Rp1.208.000.000.000,- would be recorded as retained earnings. - To approve the distribution of cash dividends, provided that: - Procedures and schedule for the distribution of cash dividends would be defined later. - Payment of cash dividends would be subject to tax withholding in accordance with the applicable tax regulations. - To approve the granting of power and authority to the Board of Director to regulate the procedures and schedule of payment of such cash dividends and to announce the same in accordance with the laws and regulations in force.												
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.												
3	Board of Director's Report on the Company's Business Plan Year 2022 and Sustainable Finance Action Plan Report.	For the agenda of the Third Meeting, no Meeting decision is made because it was only to be communicated to shareholders regarding the Company's Sustainable Finance Action Plan for 2022.												
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.												
4		To give authority and power to the Board of Commissioners and with regard to the recommendations of the Audit Committee, to appoint a Public Accountant Firm registered with the Financial Services Authority, to conduct an audit of the Company's finances for the financial year 2022, to obtain an auditor with the best quality and price.												
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.												
5		- To approve the reappointment of members of the Company's Board of Commissioners with the following composition: <table> <tr> <td>President Commissioner</td><td>:</td><td>Chairul Tanjung</td></tr> <tr> <td>Vice President Commissioner</td><td>:</td><td>Yungky Setiawan</td></tr> <tr> <td>Independent Commissioner</td><td>:</td><td>Achjadi Ranuwisatra</td></tr> <tr> <td>Independent Commissioner</td><td>:</td><td>Lambock V. Nahattands</td></tr> </table> The reappointment is effective as of the closing of this Meeting until the Annual General Meeting of Shareholders to be held in 2027 (two thousand and twenty seven), without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time. - To approve the granting of power and authority to the Board of Directors of the Company to declare the resolutions of this Meeting in a notarial deed and to report changes in the composition of the members of the Company's Board of Commissioners to the competent authority.	President Commissioner	:	Chairul Tanjung	Vice President Commissioner	:	Yungky Setiawan	Independent Commissioner	:	Achjadi Ranuwisatra	Independent Commissioner	:	Lambock V. Nahattands
President Commissioner	:	Chairul Tanjung												
Vice President Commissioner	:	Yungky Setiawan												
Independent Commissioner	:	Achjadi Ranuwisatra												
Independent Commissioner	:	Lambock V. Nahattands												
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.												



No	Agenda	Keputusan/
6	Determination of honorarium and other allowances for the Board of Commissioners and the Board of Directors for Year 2022.	To determine a budget for net honorarium of all members of the Board of Commissioners amounting to Rp1.330.000.000,- per month with taxes being borne by the Company, and to empower and authorize the Company's Board of Commissioners to determine the distribution thereof and other benefits for each member of the Board of Commissioners, to be applicable until resolved otherwise at the following Annual General Meeting of Shareholders. To approve the granting authority and power to the Board of Commissioners for and on behalf of the Meeting to determine the salary and other benefits for each member of the Company's Board of Directors.
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
7	Approval of capitalization of retained earnings and capitalization of Additional Paid-in Capital (Agiio Shares) as of December 31st, 2021 which will be distributed as Bonus Shares to the Shareholders of the Company.	To approve the retained earnings as of December 31st, 2021, amounting to Rp10.473.225.801.996,- set to be capitalized at Rp6.687.313.326.500,- by issuing Bonus Shares of 689.413.745 shares with a nominal value of Rp 500,- per share with an issuance price of Rp9.700,- which will be distributed to Shareholders who are registered in the Company's Shareholders Register and/or sub securities account at KSEI at the close of trading on the Indonesia Stock Exchange on March 11th, 2022, where each holder of 1.000 shares of the Company will own earned 99 Bonus Shares derived from Capitalization of Retained Earnings. To approve the additional paid-in capital (share premium) as of December 31st, 2021, amounting to Rp2.045.188.787.850,- set to be capitalized in the amount of Rp 2.043.868.022.500,- with a nominal value of Rp 500,- (five hundred Rupiah) per share with the issuance price of Bonus Shares equal to nominal value of shares, which is Rp 500,- per share, with a total of 4.087.736.045 shares to be distributed to Shareholders who registered in the Register of Shareholders of the Company and/or Sub Securities Accounts at KSEI at the close of trading on the Indonesia Stock Exchange on March 11th, 2022 where each holder of 1.000 (one thousand) shares of the Company will receive 587 Bonus Shares derived from the capitalization of Agio Shares. To approve to grant of authority to the Company's Board of Directors to determine the schedule and procedure for the distribution of Bonus Shares by taking into account the applicable laws and regulations, including but not limited to completing tax obligations from Shareholders on the receipt of Bonus Shares received by Shareholders from Cash Dividends to be received by Shareholders Shares for the financial year 2021 which have been decided on the agenda of the Second Meeting.
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.
8	Amendments of the Company's Article of Association.	To approve the amendments of Article 3 of the Company's Articles of Association in order to conform to the Standard Classification of Business Fields in 2020 and with due regard to the business activities of Commercial Banks in accordance with the Banking Law and related implementing regulations. To approve the amendments of Article 4 paragraph 2 of the Company's Articles of Association in relation to the increase in the issued and paid-up capital of the Company from the distribution of Bonus Shares derived from the capitalization of the Retained Earnings and the capitalization of the Additional Paid-in Capital (Agiio Shares). To approve the granting of power and authority to the Board of Directors of the Company to make changes to the provisions of Article 3 and Article 4 paragraph 2 of the Articles of Association in accordance with the resolutions of the Meeting, stating the resolutions of this meeting in a notarial deed including to rearrange all provisions of the articles of association in a notarial deed if necessary and to administer the approval and reporting of the amendments to the articles of association to the Minister of Law and Human Rights of the Republic of Indonesia and to take any necessary actions for the implementation of changes to the provisions of the articles of association of the Company.
	Follow-Up/Realization	Have been documented in Deed No. 9 dated February 25, 2022 made before Dharma Akhyuzi S.H., Notary at Jakarta and have been implemented.



Board of Commissioners

Pursuant to POJK No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, the Board of Commissioners is the body of the Issuer or Public Company that, in accordance with the Articles of Association, is responsible for general and/or specific supervision and for advising the Board of Directors. The board of commissioners is responsible for the supervision and monitoring of the management policy, the course of management in general, both with regard to the issuer or public company and the business of the issuer or public company, and advises the board of directors.

The Board of Commissioners' Board Manual

As one of the implementations of the GCG, Bank Mega has a Board Manual as one of the tools to implement the GCG in the form of rules or working guidelines for the Board of Commissioners. The Board Manual is based on the Bank's Articles of Association, Banking Regulations and other related regulations. The Charter of the Board of Commissioners is a work guideline and code of ethics applicable to all members of the Board of Commissioners and all committees under the Board of Commissioners in the performance of their duties and responsibilities. The Board of Commissioners Charter addresses the following matters:

Requirements for the Board of Commissioners	Duties, Responsibilities and Authorities
Requirements for Independent Commissioners	Attendance and Working Hours
Appointment of the Board of Commissioners	Meeting Procedures
Resignation of the Board of Commissioners	Performance Assessment
Composition of the Board of Commissioners	Supporting Committee
Concurrent position	Reporting
Transparency, Independence and Professional ethics	

Currently, the Board Manual is being updated to comply with POJK No. 17 of 2023 on the Implementation of Governance for Commercial Banks.

Duty and Responsibility of Board of Commissioners'

Based on the Board of Commissioners Manual, the duties and responsibilities of the Board of Commissioners are as follows:

1. To direct, monitor and evaluate the Bank's strategic policies so that they are consistent with the Bank's objectives, taking into account the rules and regulations applicable to the banking industry.
2. To ensure that the Board of Directors has implemented the principle of prudence in the Bank's business activities.
3. Ensure the implementation of the principles of good governance in each of the Bank's business activities at all levels of the organization.
4. Ensure that the implementation of risk management is appropriate in accordance with the Risk Management Policy and Strategy.
5. Ensuring that the Board follows up on audit findings and recommendations from the Internal Audit Department, external auditors, results of supervision by the Financial Services Authority, Bank Indonesia and/or results of supervision by other authorities.
6. Evaluate the implementation of the Bank's compliance function at least 2 (two) times a year by providing suggestions for the improvement of the quality of the implementation of the Bank's compliance function to the President Director with a copy to the Director in charge of the compliance function.
7. Promote a culture of compliance and anti-fraud at all levels of the organization.

Independence of the Board of Commissioners

In accordance with the Manual of the Board of Commissioners, the majority of the members of the Board of Commissioners are prohibited from having family relationships up to the second degree with other members of the Board of Directors and/or members of the Board of Commissioners. Former members of the Board of Directors or Executive Officers of the Bank, or parties who have a relationship with the Bank that may influence the person's ability to act independently, must serve a cooling-off period of at least one (1) year before becoming an Independent Commissioner of the Bank. This provision is not applicable to former members of the Board of Directors who are in charge of supervisory functions or to executive officers who are in charge of supervisory functions at the Bank.

The Board of Commissioners shall make a declaration of independence which shall be valid in accordance with the period of time or term of office as set forth in the GMS. In addition, the Board of Commissioners also makes a Declaration Letter of Not Using the Bank for Personal Benefit, which is valid in accordance with the period or term of office as determined in the GMS.

Meetings of the Board of Commissioners

The policy of the Bank's Board of Commissioners meeting, as regulated in the Board of Commissioners Manual, refers to the holding of regular Board of Commissioners meetings at least 1 (one) time in 2 (two) months or more if deemed necessary by the Board of Commissioners in accordance with POJK No. 17/2023 on the Implementation of Commercial Bank Governance.

In addition to the agenda of the meeting, the level of participation of each member of the Board of Commissioners in the internal meeting of the Board of Commissioners and in the Annual GMS 2023 shall be as follows:

Name	Position	Internal Meetings			2023 AGMS
		Total Meetings	Total Attendance	Attendance Level	Attendance
Chairul Tanjung	President Commissioner	9	100%	9	Absent
Yungky Setiawan	Commissioner	9	100%	9	Present
Achjadi Ranuwisastira	Independent Commissioner	9	100%	9	Present
Lambeck V. Nahattands	Independent Commissioner	9	100%	9	Absent
Hizbullah*	Independent Commissioner	7	100%	7	-

*Just appointed as Independent Commissioner for AGMS on February 24, 2023

No	Document Number	Date	Meeting Agenda
1	No. NT. 001/DEKOM/23	25-Jan-23	- Bank Mega performance in 2022 - Bank Mega Work Plan & Policy Direction for 2023 - Preparation for FY 2022 Bank Mega AGMS - Board of Commissioners Self-Assessment for 2022
2	No. NT. 002/DEKOM/23	17-Feb-23	- Preparation for Bank Mega's 2022 AGMS - Implementation of the integrated governance of Mega Corpora business group.
3	No. NT. 003/DEKOM/23	06-Mar-23	- Determination of honorarium & allowances for members of the Board of Commissioners - Determination of the duties of the Directors - Determination of Salaries and Benefits for Directors
4	No. NT. 004/DEKOM/23	07-Mar-23	- Updated on Credit Decision Authority Limit (BWMK) Policy - Updated write-off and/or charge-off authority policy - Updated policy on authority limits for purchase of goods and/or expenses
5	No. NT. 005/DEKOM/23	22-May-23	- Evaluation of Bank Mega Branch Performance as of March 31, 2023 - Evaluation of Bank Mega's Performance as of April 30, 2023 - Discussion & Direction of the Board of Commissioners on Bank Mega's Performance Achievements
6	No. NT. 006/DEKOM/23	17-Jul-23	- Performance Evaluation of the Bank Mega as of June 30, 2023 - Discussion & Direction of the Board of Commissioners on Bank Mega's Performance Achievement - Addition of Trading Limit & Stop Loss Trading Limit - FX Option
7	No. NT. 007/DEKOM/23	24-Aug-23	- Change of the Chairman of the Audit Committee - Implementation of the Integrated Governance of the Mega Corpora Business Group
8	No. NT. 008/DEKOM/23	20-Sep-23	- Performance Evaluation of Bank Mega as of August 31, 2023 - Discussion & Direction of the Board of Commissioners regarding the Bank's Performance Achievement - Appointment of an Audit Firm (KAP) for the fiscal year 2023
9	No. NT. 009/DEKOM/23	13-Nov-23	- Renewal of the Audit Committee Charter - Renewal of the Risk Oversight Committee Charter - Update of the Remuneration and Nomination Committee Charter and Rules of Procedure - Update of the Nomination Policy for the Board of Commissioners and the Board of Directors



Training and/or competency enhancement of the members of the Board of Commissioners

The Bank is committed to improving the competence of the Board of Commissioners by means of continuous training and professional development. The training attended by the Board of Commissioners during the year 2023 can be seen in the Corporate Profile chapter, in particular in relation to the Profile of the Board of Commissioners in this Bank's Annual Report.

Performance of the duties of the Board of Commissioners

As stipulated in the Board of Commissioners' Manual, the Board of Commissioners prepares a supervision report for 1 (one) year, a business plan supervision report per semester, a report on the main points of internal audit results, a report on violations of laws and regulations in the financial and banking sector, and the situation or assessment of conditions that may endanger the continuity of the Bank's business, as well as other reports presented in the Annual Report on the Implementation of the Bank's Governance. The recommendations made by the Board of Commissioners are set out below:

No	Document Number	Date	About
1	No. MD. 001/KOMISARIS/23	18-Jan-23	Evaluation of the Performance of the Audit Committee Semester II 2022
2	No. MD. 002/KOMISARIS/23	18-Jan-23	Evaluation of the Performance of the Risk Monitoring Committee Semester II 2022
3	No. MD. 003/KOMISARIS/23	18-Jan-23	Evaluation of the performance of the Remuneration and Nomination Committee for Semester II 2022
4	No. MD. 004/KOMISARIS/23	24-Jan-23	Evaluation of the implementation of the Board of Directors' follow-up of internal and external audit findings for Semester II 2022
5	No. MD. 005/KOMISARIS/23	01-Feb-23	Evaluation of the implementation of compliance functions for Semester II 2022
6	No. MD. 006/KOMISARIS/23	03-Feb-23	Evaluation of the risk profile for Quarter IV / 2022
7	No. MD. 007/KOMISARIS/23	10-Feb-23	Evaluation of the implementation of risk management in 2022
8	No. MD. 008/KOMISARIS/23	20-Feb-23	Implementation of Integrated Governance of the Mega Corpora Business Group
9	No. MD. 009/KOMISARIS/23	02-May-23	Follow-up of internal audit results for quarter I/2023
10	No. MD. 010/KOMISARIS/23	02-May-23	Evaluation of the risk profile for Quarter I / 2023
11	No. MD. 011/KOMISARIS/23	07-Jul-23	Evaluation of the performance of the Audit Committee for Semester I 2023
12	No. MD. 012/KOMISARIS/23	07-Jul-23	Evaluation of the performance of the Risk Monitoring Committee Semester I 2023
13	No. MD. 013/KOMISARIS/23	07-Jul-23	Evaluation of the performance of the Remuneration and Nomination Committee for Semester I 2023
14	No. MD. 014/KOMISARIS/23	20-Jul-23	Evaluation of the implementation of the Board's follow-up of internal and external audit findings for Semester I 2023
15	No. MD. 015/KOMISARIS/23	21-Jul-23	Evaluation of the risk profile Quarter II / 2023
16	No. MD. 016/KOMISARIS/23	09-Aug-23	Evaluation of the Implementation of the Compliance Function in the First Half of 2023
17	No. MD. 017/KOMISARIS/23	24-Aug-23	Change of the Chairman of the Audit Committee
18	No. MD. 018/KOMISARIS/23	24-Aug-23	Implementation of the Integrated Governance of the Mega Corpora Business Group
19	No. MD. 019/KOMISARIS/23	20-Sep-23	Appointment of an Audit Firm (KAP) for the Fiscal Year 2023
20	No. MD. 020/KOMISARIS/23	03-Nov-23	Risk Profile Assessment for Quarter III / 2023
21	No. MD. 021/KOMISARIS/23	03-Nov-23	Follow-up on the Results of the Internal Audit for Quarter III / 2023

Assessment of the Performance of the Committees under the Board of Commissioners

In accordance with the Bank's Articles of Association, the Board of Commissioners is required to form a committee to carry out its duties and responsibilities. In addition, the Board of Commissioners periodically assesses and

evaluates the performance of the Audit Committee by ensuring that the Audit Committee has held discussions and made proposals on various important activities of the Bank. The Audit Committee reports that it held 14 meetings during the year.

The Risk Monitoring Committee has also performed well by discussing and making suggestions on various risk management activities of the Bank. The Risk Monitoring Committee reports that it held 7 meetings in 2023.

Meanwhile, the Nomination and Remuneration Committee has also performed its duties well. These include assisting the Board of Directors in performing its supervisory and coaching functions for the Board of Directors and its staff with respect to the implementation of the remuneration and nomination policies by providing opinions and

recommendations to the Board of Directors. Cumulatively, the Nomination and Remuneration Committee held 5 meetings in 2023.

The Board of Commissioners has established criteria for the evaluation of the performance of the committees reporting to the Board of Commissioners, which consist of:

1. Professionalism and Independence
2. Perform supervisory and coaching functions
3. Identify matters requiring the attention of the Board of Commissioners.

► Independent Commissioners

Independent Commissioner, as regulated by POJK No. 17 of 2023, is a member of the Board of Commissioners who has no financial, management, shareholding and/or family relationship with members of the Board of Directors, other members of the Board of Commissioners and/or controlling shareholders, including the last controlling shareholder, or relationship with the Bank which may affect the person's ability to act independently. In accordance with POJK regulations, Bank Mega's Independent Commissioners constitute 60% of the board of commissioners (more than the minimum requirement of 50%).

The existence of independent members is intended to promote the creation of a more objective working climate and environment and to ensure fairness and equality between various interests, including the interests of minority shareholders and stakeholders.

Independence Requirements for Independent Commissioners

Specifically, Independent Commissioners have the following independence requirements as set forth in POJK No. 33 /POJK.04/2014:

1. Not a person who works or has the authority and responsibility to plan, direct, control or supervise the activities of the issuer or public company within the past 6 (six) months, except for reappointment as an independent commissioner of the issuer or public

company in the following period;

2. Does not own, directly or indirectly, any shares in the issuer or the public company;
3. Has no affiliation with the issuer or the public company, members of the Board of Commissioners, members of the Board of Directors or major shareholders of the issuer or the public company; and
4. Has no direct or indirect business relationship with the business of the issuer or the public company.

Independence of the Independent Commissioners

The profiles of the Bank's Independent Commissioners, Achjadi Ranuwisastra, Lambock V. Nahattands and Hizbullah, can be found in the Company Profile section. As Independent Commissioners, the three Independent Commissioners have no affiliation with members of the Board of Directors, other members of the Board of Commissioners or shareholders. They are required to carry out their duties and responsibilities independently, professionally and without interference from other parties.



Board Of Directors

The Board of Directors is the organ of the Bank with the authority and full responsibility to manage the Bank in the Bank's interests and in accordance with the Bank's objectives. The Board of Directors represents the Bank in and out of court in accordance with the provisions of the Articles of Association of banks that are limited liability companies. In addition, the Board of Directors shall conduct and be responsible for the management of the issuer or public company for the issuer's or public company's interests in accordance with the issuer's or public company's goals and objectives set forth in the Articles of Association.

Board Manual of the Board of Directors

As one of the implementations of the GCG, Bank Mega has a Board of Directors Manual as one of the tools for implementing the GCG in the form of rules or working guidelines for the Board of Directors, which are guided by the Bank's Articles of Association and Banking Regulations and other related regulations. The Board of Directors' Manual is a working guideline and code of ethics applicable to all members of the Board of Directors and all supporting bodies of the Board of Directors in the performance of their duties and responsibilities. The following matters are

regulated in the Board of Directors' Manual published in March 2020:

Requirements for the members of the Board of Directors

Transparency, Independence and Professional Ethics

Appointment of the Members of the Board of Directors

Duties, Responsibilities and Authority

Resignation of a member of the board of directors

Attendance and working hours

Temporary Dismissal of a Member of the Board of Directors

Meeting procedures

Appointment, dismissal and resignation of the Director responsible for Compliance

Performance Evaluation

Support Committee

Composition and distribution of duties of the Board of Directors

Reporting

Concurrent position on the Board of Directors

Currently, the Board Manual is being updated to comply with POJK No. 17 of 2023 on the Implementation of Governance for Commercial Banks.

Duties and Responsibilities of Each Member of the Board of Directors

The duties and responsibilities of each director are described below in accordance with the Board Manual:

Name	Position	Duty and Responsibility
Kostaman Thayib	President Director	XXX
Indivara Erni	Vice President Director	XXX
Lay Diza Larentie	Vice President Director	XXX
Yuni Lastianto	Director	XXX
Madi Lazuardi	Director	XXX
Martin Mulwanto	Director	XXX
C. Guntur Triyudianto	Director	XXX

Independence of the Board of Directors

As set forth in the Manual of the Board of Directors, the members of the Board of Directors are not allowed, either individually or collectively, from owning shares in excess of 25% of the paid-up capital of any other company. The majority of the Board members is prohibited from having family relations up to the second degree with other Board members and/or members of the Board of Statutory Auditors.

In addition, the members of the Board of Directors in charge of the compliance function have complied the independence requirements of the regulatory authorities. The Board of Directors makes a declaration of independence, which is valid according to the period/term of office as defined in the GMS. Finally, the Board of Directors makes a declaration not to use the Bank for personal gain, which is valid according to the period/term of office as determined in the GMS.



Board of Directors Meeting

The Board of Directors Manual of Bank Mega stipulates that Board of Directors meetings are held regularly at least 1 (one) time per month or more if deemed necessary by the President Director or other Board members. This provision is in accordance with POJK No. 17/2023, which requires the holding of regular meetings of the board of directors at least 1 (one) time each month.

In addition to the meeting agenda, the attendance of each member of the Board of Directors at the internal meetings of the Board of Directors and the 2023 AGM are explained in the following table:

Name	Position	Internal Meetings			2023 AGMS
		Total Meetings	Total Attendance	Attendance Level	Attendance
Kostaman Thayib	President Director	47	44	94%	Present
Indivara Erni	Vice President Director	47	47	100%	Present
Lay Diza Larentie	Vice President Director	47	45	96%	Present
Yuni Lastianto	Director	47	45	96%	Present
Madi Lazuardi	Director	47	45	96%	Present
Martin Mulwanto	Director	47	46	99%	Present
C. Guntur Triyudianto	Director	47	47	100%	Present
YB Hariantono	Director	36	36	100%	_*

*Baru diangkat menjadi Direktur pada RUPST 2023

No	Document Number	Date	Meeting Agenda
1	NT.001/DIRBM/23	3 Januari 2023	XXX
2	NT.002/DIRBM/23	9 Januari 2023	XXX
3	NT.003/DIRBM/23	16 Januari 2023	XXX
4	NT.004/DIRBM/23	30 Januari 2023	XXX
5	NT.005/DIRBM/23	6 Februari 2023	XXX
6	NT.006/DIRBM/23	13 Februari 2023	XXX
7	NT.007/DIRBM/23	20 Februari 2023	
8	NT.008/DIRBM/23	27 Februari 2023	
9	NT.009/DIRBM/23	6 Maret 2023	
10	NT.010/DIRBM/23	13 Maret 2023	
11	NT.011/DIRBM/23	20 Maret 2023	
12	NT.012/DIRBM/23	27 Maret 2023	
13	NT.013/DIRBM/23	3 April 2023	

No	Document Number	Date	Meeting Agenda
14	NT.014/DIRBM/23	10 April 2023	
15	NT.015/DIRBM/23	17 April 2023	
16	NT.016/DIRBM/23	8 Mei 2023	
17	NT.017/DIRBM/23	15 Mei 2023	
18	NT.018/DIRBM/23	22 Mei 2023	
19	NT.019/DIRBM/23	29 Mei 2023	
20	NT.020/DIRBM/23	5 Juni 2023	
21	NT.021/DIRBM/23	12 Juni 2023	
22	NT.022/DIRBM/23	19 Juni 2023	
23	NT.023/DIRBM/23	26 Juni 2023	
24	NT.024/DIRBM/23	3 Juni 2023	
26	NT.025/DIRBM/23	10 Juli 2023	
27	NT.026/DIRBM/23	17 Juli 2023	
28	NT.027/DIRBM/23	24 Juli 2023	
29	NT.028/DIRBM/23	31 Juli 2023	
30	NT.029/DIRBM/23	7 Agustus 2023	
31	NT.030/DIRBM/23	14 Agustus 2023	
32	NT.031/DIRBM/23	21 Agustus 2023	
33	NT.032/DIRBM/23	28 Agustus 2023	
34	NT.033/DIRBM/23	4 September 2023	
35	NT.034/DIRBM/23	11 September 2023	
36	NT.035/DIRBM/23	18 September 2023	
37	NT.036/DIRBM/23	25 September 2023	
38	NT.037/DIRBM/23	2 Oktober 2023	
39	NT.038/DIRBM/23	9 Oktober 2023	
40	NT.039/DIRBM/23	23 Oktober 2023	
41	NT.040/DIRBM/23	30 Oktober 2023	
42	NT.041/DIRBM/23	6 November 2023	
43	NT.042/DIRBM/23	13 November 2023	
44	NT.043/DIRBM/23	20 November 2023	
45	NT.044/DIRBM/23	27 November 2023	
46	NT.045/DIRBM/23	4 Desember 2023	
47	NT.046/DIRBM/23	11 Desember 2023	



Training and/or Improving the Competence of Directors

The Bank is committed to improving the competence of the Board of Directors through continuous education and training. The training attended by the Directors during the year 2023 can be seen in the Corporate Profile chapter, in particular in relation to the Directors' Profile in the Bank's Annual Report.

Implementation of the duties of the Board of Directors
As stipulated in the Board of Directors' Manual, the Board of Directors is obliged to provide the authorized parties with financial reports and the Company's business activities in accordance with banking regulations and applicable laws. The implementation of the duties of the Board of Directors during the year 2023 is as follows

1. Determine the Bank's long, medium and annual goals and strategies as outlined in the Corporate Plan and the Bank's Business Plan.
2. Establish strategic policies related to the management of the Bank, in accordance with the authority granted, and periodically evaluate such policies.
3. Develop compensation policies and communicate the Bank's strategic human resources policies to employees.
4. Implement the principles of good governance and the application of risk management in all of the Bank's business activities at all levels of the organization.
5. Develop a culture of risk awareness, compliance and anti-fraud at all levels of the organization.
6. Enhance the knowledge, skills and abilities of all employees at all tiers and levels of the organization.
7. Evaluate the performance of the Committee at the end of each fiscal year.
8. Follow up on the results of internal audit, external audit and supervision by Bank Indonesia, the Financial Services Authority and the results of supervision by other authorities.

9. Evaluate and monitor the Bank's prudential policies and compliance and the implementation of internal controls.
10. Transparency of financial and non-financial conditions to stakeholders as required by banking regulations and applicable laws.
11. Organize an annual GMS as required by banking regulations and laws and the Articles of Association, and be accountable for the performance of its duties to the Board of Commissioners and the shareholders through the GMS.

Evaluation of the performance of the Board Committees

As provided in the Board Manual, the Board may form committees to assist in the effective discharge of the duties and responsibilities of the Board. In connection with the formation of this committee, the Board is required to evaluate the performance of the committee at the end of each fiscal year. As of December 31, 2007, there were 8 (eight) committees formed by the Board of Directors consisting of the Risk Management Committee, the Assets and Liabilities Committee (ALCO), the Credit Policy Committee, the Information Technology Steering Committee, the Human Resources Committee, the Product Committee, the Crisis Management Committee and the Credit Committee.

In general, the Board of Directors believes that the eight Board Committees are capable of fulfilling their duties and authorities until 2023. For a more detailed explanation of the implementation of the Board Committees, please refer to the section "Board Committees".



Transparency of Information Related to the Board of Commissioners and Board of Directors

Diversity of Composition of the Board of Commissioners and Board of Directors

Bank Mega is committed to ensuring that the composition of the Board of Commissioners and Directors is made in such a way that the decision-making process can be enriched by different perspectives and backgrounds, as well as by experience and expertise. The composition of the Board of Commissioners and Directors shall be arranged in accordance with the applicable regulations, in particular POJK no. 33 /POJK.04/2014, which requires the Board of Commissioners and Directors to have knowledge and/or expertise in the fields required by issuers or public companies. Furthermore, POJK No. 17 of 2023 stipulates that when replacing and/or appointing members of the Board of Commissioners and Directors, professional composition, independence, competence suitability and diversity shall be prioritized. The diversity referred to includes the professional background, the experience, the educational background and the gender.

Diversity of the Board of Commissioners

In accordance with POJK No. 17 of 2023, the diversity of the Board of Commissioners can be seen from 4 (four) aspects, namely education history, age, career and experience, and gender.

Education history

The members of the Board of Commissioners have different educational backgrounds ranging from bachelor's to doctoral degrees from home and abroad with different majors such as dentistry, economics, management and law. In addition, there are members of the Board of Commissioners who have attended executive programs at the Harvard Executive Program at Harvard Business School, Massachusetts - USA to enhance their professional competence.

Age

The members of the Board of Commissioners range in age from 62 to 79, reflecting a long track record in the financial and banking industry.

Career and experience

The members of the Board of Commissioners are experienced in the financial and banking industry with various careers including Chairman of the National Economic Committee and Coordinating Minister for the Economy, special staff in ministries, and have been key persons in various leading banks in Indonesia.

Diversity of the Board of Directors

In line with the Board of Commissioners, the Bank's Directors also consider diversity as regulated by POJK No. 17 of 2023:

Education history

The members of the Board of Directors have a variety of educational backgrounds ranging from bachelor's to master's degrees, both domestic and foreign, in various fields such as engineering, geology, economics, management, business administration and law.

Age

The members of the Board of Directors range in age from 55 to 62 years, reflecting a long and proven track record in the financial and banking industry.

Career and experience

The members of the Board of Directors are experienced in the financial and banking industry with various career backgrounds such as Bank Indonesia and have been key persons in the management of financial and banking institutions with reliable competencies.

Gender

There are 6 members of the Board of Directors, consisting of 4 men and 2 women. Thus, the ratio of female Directors to the total number of Directors is 33.3%. Moreover, the two female Board members were appointed as Deputy President Directors of Bank Mega.

Joint Meeting

Bank Mega develops the working relationship between the Board of Commissioners and the Board of Directors as a check and balance relationship in relation to the implementation of their respective duties and responsibilities in the management of the Bank, based on the principles of openness and mutual respect. As set forth in the Board Manual, the relationship between the Board of Commissioners and the Board of Directors may be established through informal meetings or meetings between members of the Board of Commissioners and members of the Board of Directors outside of formal meeting forums. The purpose of these meetings is not to make decisions, but rather to harmonize opinions through informal expression of views.

The Board of Commissioners and the Board of Directors may also establish formal communication or communication between the organs related to the fulfillment of formal provisions as regulated in the Articles of Association in the form of submission of reports and/or exchange of supporting data, information and analysis.

The level of attendance of each member of the Commissioners and of the Directors at the joint meetings during the year 2023, together with the agenda of the meeting, is as follows:

Finally, as provided for in the Manual of the Board of Directors, joint meetings shall be held when deemed necessary by the Board of Commissioners or the Board of Directors. The Board, on the basis of the needs or at the request of the Board, will send notices of joint meetings to the Board and, as appropriate, to resource people, through the Corporate Secretary, including the meeting documents, at least 3(three) days prior to the meeting. This joint meeting shall be held periodically by the Board of Directors at least once every 4 (four) months in accordance with the Board Manual.

This provision is in accordance with Law No. 17 of 2023, which requires the Board of Directors to hold regular meetings of the Board of Directors and the Committee at least once every four (4) months. A meeting of the Board of Directors with the Board of Commissioners is a meeting of the Board of Directors together with the Board of Commissioners, inter alia, for the purpose of the Board of Directors seeking direction or guidance or reporting to the Board of Commissioners on the management of the Bank.

Position	Name	Joint Meetings		
		Total Meetings	Total Attendance	Attendance Level
President Commissioner	Chairul Tanjung	34	34	100%
Deputy President Commissioner	Yungky Setiawan	34	34	100%
Independent Commissioner	Achjadi Ranuwisastra	34	30	88%
Independent Commissioner	Lambeck V. Nahattands	34	33	97%
Independent Commissioner	Hizbullah	14	13	93%
President Director	Kostaman Thayib	34	31	91%
Deputy President Director	Lay Diza Larentie	34	33	97%
Deputy President Director	Indivara Erni	34	34	100%
Loan Director	Madi D. Lazuardi	34	32	94%
Treasury and International Banking Director	Martin Mulwanto	34	34	100%
Compliance and Human Capital Director	Yuni Lastianto	34	32	94%
Operational Director	C. Guntur Triyudianto	34	34	100%
Information Technology Director	YB Hariantono	26	26	100%

No	Document Number	Date	Meeting Agenda
1	NT.001/DEKOM-DIRBM/23	9 Januari 2023	XXX
2	NT.002/DEKOM-DIRBM/23	16 Januari 2023	XXX
3	NT.003/DEKOM-DIRBM/23	6 Februari 2023	XXX
4	NT.004/DEKOM-DIRBM/23	13 Februari 2023	XXX
5	NT.005/DEKOM-DIRBM/23	27 Februari 2023	XXX
6	NT.006/DEKOM-DIRBM/23	6 Maret 2023	XXX
7	NT.007/DEKOM-DIRBM/23	13 Maret 2023	
8	NT.008/DEKOM-DIRBM/23	20 Maret 2023	
9	NT.009/DEKOM-DIRBM/23	27 Maret 2023	
10	NT.010/DEKOM-DIRBM/23	3 April 2023	
11	NT.011/DEKOM-DIRBM/23	10 April 2023	
12	NT.012/DEKOM-DIRBM/23	8 Mei 2023	
13	NT.013/DEKOM-DIRBM/23	22 Mei 2023	
14	NT.014/DEKOM-DIRBM/23	29 Mei 2023	
15	NT.015/DEKOM-DIRBM/23	5 Juni 2023	
16	NT.016/DEKOM-DIRBM/23	12 Juni 2023	
17	NT.017/DEKOM-DIRBM/23	19 Juni 2023	
18	NT.018/DEKOM-DIRBM/23	3 Juli 2023	
19	NT.019/DEKOM-DIRBM/23	10 Juli 2023	
20	NT.020/DEKOM-DIRBM/23	24 Juli 2023	
21	NT.021/DEKOM-DIRBM/23	31 Juli 2023	
22	NT.022/DEKOM-DIRBM/23	7 Agustus 2023	
23	NT.023/DEKOM-DIRBM/23	21 Agustus 2023	
24	NT.024/DEKOM-DIRBM/23	28 Agustus 2023	
25	NT.025/DEKOM-DIRBM/23	4 September 2023	
26	NT.026/DEKOM-DIRBM/23	25 September 2023	
27	NT.027/DEKOM-DIRBM/23	2 Oktober 2023	
28	NT.028/DEKOM-DIRBM/23	9 Oktober 2023	
29	NT.029/DEKOM-DIRBM/23	30 Oktober 2023	
30	NT.030/DEKOM-DIRBM/23	6 November 2023	
31	NT.031/DEKOM-DIRBM/23	13 November 2023	
32	NT.032/DEKOM-DIRBM/23	27 November 2023	
33	NT.033/DEKOM-DIRBM/23	4 Desember 2023	
34	NT.034/DEKOM-DIRBM/23	11 Desember 2023	



Performance Assessment of the Board of Commissioners and Board of Directors

Performance Assessment of the Board of Commissioners

In accordance with the Board Manual, the Board of Commissioners has a self-assessment policy for the assessment of the performance of the Board of Commissioners and Directors in accordance with the Decree of the Board of Commissioners. Based on the Board of Commissioners' Decree No. 014/DEKOM/XII/16, dated December 23, 2016, on the self-assessment of the Board of Commissioners and Directors, as well as the succession in the nomination process of Directors; and/or the Board of Commissioners' Decree No. 005/DEKOM/III/20, dated March 18, 2020, on the working guidelines and rules and regulations for the Remuneration and Nomination Committee, the Board of Commissioners' performance assessment is carried out once every 1 (one) year.

The assessment of the Board of Commissioners shall be carried out in accordance with established criteria, including duties and responsibilities in accordance with the relevant regulations.

Performance Assessment of the Board of Directors

The Board of Commissioners, under the guidance of the Board of Directors Manual, has a policy for the assessment

of the performance of the Board of Directors in accordance with the Decree of the Board of Commissioners. Based on the Board of Commissioners Decree No. 014/DEKOM/XII/16 of December 23, 2016 on the self-assessment of the Board of Commissioners and the Directors, as well as the succession in the nomination process of the Directors, the performance assessment of the Directors is carried out once every 1 (one) year. The same provisions are also regulated in the Board of Commissioners' Decree No. No. 011/DEKOM/XI/23 of November 13, 2023 on the Working Guidelines and Rules of Procedure for the Remuneration and Nomination Committee.

The assessment of the Board of Directors is carried out in accordance with established criteria, which include duties and responsibilities in accordance with the relevant regulations. The self-assessment is followed by the implementation of succession planning in the Board nomination process. This is part of the process of preparing for continued leadership by identifying potential candidates to serve on the Board. Finally, the selected potential candidates are nominated to the Board of Commissioners as members of the Board of Directors.

Remuneration of the Board of Commissioners and Board of Directors

The appointment of the members of the Board of Commissioners and the Board of Directors, as well as the determination of the amount of the remuneration of the members of the Board of Commissioners and the Board of Directors, are subject to the authority of the shareholders through the GMS mechanism.

Appointment of the Board of Commissioners and Directors

Decree of the Board of Commissioners No. SK.012/DEKOM/XI/23 of November 25, 2023 on the nomination policy for the Board of Commissioners and members of the Board of Directors regulates the nomination process for the Board of Commissioners and Directors.

The nomination mechanism for members of the Board of Commissioners and members of the Board of Directors shall be as follows:

1. The Remuneration and Nomination Committee shall hold discussions as set forth in the minutes of the meetings of the Remuneration and Nomination Committee. Such discussions shall include, but not be limited to, the reasons and/or considerations for the proposals and the qualifications, including the track record, of the candidates for the Board of Commissioners and/or the Board of Directors.
2. The Remuneration and Nomination Committee shall inform the Board of Commissioners in writing about the candidates for the Board of Commissioners and/or the candidates for the Board of Directors.

3. The decision of the Board of Commissioners will take into account the recommendations of the Remuneration and Nomination Committee, which will then be submitted to the shareholders for discussion at the Annual General Meeting.
4. The decision of the GMS regarding the composition of the Board of Commissioners and/or Directors shall be ratified and recorded in the Deed of Minutes or Minutes of the GMS, which shall be reported to the OJK no later than 10 (ten) days after the date of the GMS. The decision of the GMS shall then be reported to the Ministry of Law and Human Rights through a notary public not later than 30 (thirty) days after the date of the deed.
5. Members of the Board of Commissioners and/or members of the Board of Directors who have received approval from the GMS will participate in the Fit and Proper Test process organized by the OJK.

Implementation of Remuneration Governance

The implementation of Bank Mega's Remuneration Governance Policy is stipulated by the Board of Directors' Resolution SK. 093/DIRBM/22 on the Remuneration Governance Policy of PT Bank Mega, Tbk. This policy was implemented as of January 1, 2017 (in accordance with the provisions stipulated in POJK No. 45/POJK.03/2015 dated December 23, 2015 and SE OJK No. 40/SEOJK.03/2016 dated September 26, 2016 concerning the implementation of internal governance providing remuneration for commercial banks). This provision becomes effective for the calculation of remuneration for 2017, which will be paid in 2018.



Remuneration of the Board of Commissioners and Directors

XXXXXX

No	Jenis penghasilan/Fasilitas	Board of Commissioners		Board of Directors	
		Number of Members	(RpMillion) - gross	Number of Members	(RpMillion) - gross
1	Remunerations (Salary, bonus, regular allowance, tantiem, and other facilities in non nature)	XX	XX	XX	XX
2	Other Facilities in nature (housing, health insurance, and others): • Can be owned • Cannot be owned	XX	XX	XX	XX
Total		XX	XX	XX	XX

Meanwhile, the remuneration packages, grouped by income levels, received by directors and members of the Board of Commissioners in 1 (one) year are as follows:

Total remuneration per person in 1 year	Number of Board of Directors member	Number of members of the Board of Commissioners
Above Rp2 billion	XX	XX
Above Rp1 billion - Rp2 billion	XX	XX
Above Rp500 million - Rp1 billion	XX	XX
Rp500 million and below	XX	XX

The number of members of the Board of Directors, the Board of Commissioners and the employees who received variable compensation for 1 (one) year and the total nominal amount are as follows

No	Variable Remuneration	Board of Commissioners		Direksi		Pegawai Employees	
		Number of Members	(RpMillion) - gross	Number of Members	(RpMillion) - gross	Number of Employee	(RpMillion) - gross
Total		-	-	-	-	XX	XX

Risk Taker Remuneration

The following table sets forth the composition and number of parties that hold the position of Material Risk Taker (MRT) as of December 31, 2023.

	Number of MRT
Board of Commissioners	XX
Board of Directors	XX
Group Head	XX
Regional Head	XX
Selective Division Head*	XX

*Adjusted annually based on decisions made by Management

The amount of MRT remuneration granted in 1 (one) year is as follows:

Fixed Remuneration*		
Cash	XX	
Shares/Share-based instruments issued by the Bank	XX	
Variable Remuneration*		
Cash	Not Deferred	Deferred
Cash	XX	XX
Shares/Share-based instruments issued by the Bank	XX	XX

The variable remuneration for the Material Risk Takers is paid in cash (100%) with a deferral period of 3 (three) years, which is pro-rated according to the table below.

Material Risk Taker	Pembayaran Langsung	Pembayaran Tahun Ke-1	Pembayaran Tahun Ke-2	Pembayaran Tahun Ke-3	Material Risk Taker
Board of Commissioners	XX	XX	XX	XX	
Board of Directors	XX	XX	XX	XX	
Group Head	XX	XX	XX	XX	
Regional Head	XX	XX	XX	XX	
Selective Division Head*	XX	XX	XX	XX	

Bonus payments deferred for year 1 are paid the following year after direct payment, and so on until year 3.

Types of Variable Remuneration	Remaining Suspended	Total Deductions During the Period	
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)
Cash (RpMillion)	XX	XX	XX
Shares/share-based instruments issued by the Bank (in shares and millions of rupiah nominal value convertible into shares)	XX	XX	XX

Other Quantitative Information

Other quantitative information relating to the ratio of the highest to the lowest salaries in the Bank and to the number of employees affected by layoffs and to the total nominal amount of severance payments to be paid by Mega in 2023 is as follows:

Description	Ratio
Ratio of highest to lowest employee salaries	XX
Ratio of highest to lowest director salaries	XX
Ratio of highest to lowest Commissioner salaries	XX
Ratio of highest director and highest employee salaries	XX

Nominal Severance Payments Per Person in 1 Year	Total Employee
Above Rp1 billion	XX
Above Rp500 million to Rp1 billion	XX
Rp500 million and below	XX

Supporting Organs of the Board of Commissioners

As set forth in the Board Manual, the Board of Commissioners is required to form an Audit Committee, a Risk Monitoring Committee and a Remuneration and Nomination Committee to assist in the effective discharge of its duties and responsibilities. A committee chairperson may only serve as chairperson of another committee with a maximum of 1 (one) other committee. A more detailed explanation of the supporting committees of the Board of Directors is provided below:

Audit Committee

Pursuant to POJK No. 55/POJK.04/2015 on the Establishment and Guidelines for Implementing the Work of the Audit Committee, the Audit Committee is a committee formed by and responsible to the Board of Commissioners to assist the Board in performing its duties and functions. The purpose of establishing the Bank Mega Audit Committee is to assist the Board of Commissioners in fulfilling its oversight responsibilities related to financial reporting, internal control systems, conducting internal and external audits, implementing GCG principles, and complying with applicable laws and regulations in accordance with the Bank's objectives.

Audit Committee Charter

This Audit Committee Charter is made by reference to applicable laws and regulations Financial Services Authority Regulation No. 55/POJK.04/2015 of 23 December 2015 on Formation and Guidelines for Work Performance of Audit Committee. The Audit Committee Charter of the Bank has been established as a reference for the Audit Committee in the performance of its functions and duties in accordance with the internal and external regulations.

The Audit Committee Charter, which was signed by the Bank's Board of Directors on November 13, 2002, addresses important issues such as the composition, structure, and membership requirements; duties, responsibilities, and authority; committee rules; meetings, quorums, and decision-making; the term of office of independent committee members; the performance evaluation mechanism; and the review period for working guidelines and regulations.

Duty and Responsibility

The Audit Committee, as set forth in the Audit Committee Charter, has several duties and responsibilities to assist the Board in carrying out its duties and functions. The duties and responsibilities of the Audit Committee include, but are not limited to the following:

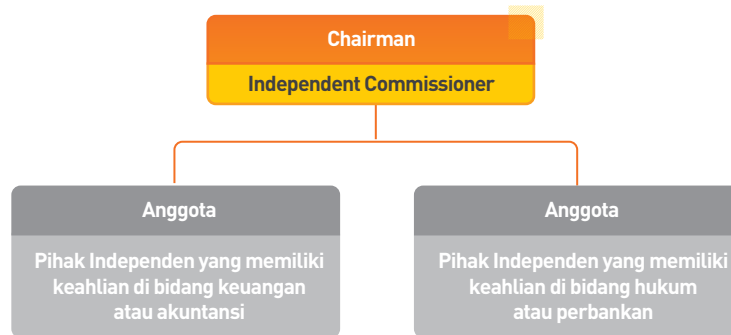
1. Oversee and evaluate the planning and performance of internal audit functions to assess the adequacy of internal control, including the adequacy of the financial reporting process.
2. Provide recommendations to the Board of Directors regarding the preparation of the annual audit plan, scope and budget.
3. Review the conduct of audits by internal auditors and oversee the implementation of audit findings by the Board.
4. Evaluate the conduct of audits by external auditors and/or public accountants in accordance with auditing standards, the adequacy of time spent on site, the evaluation of services provided and the adequacy of sampling, and make recommendations for improvements.
5. Review the compliance of the Bank's financial statements with applicable financial reporting standards.

Organizational Structure and Composition of the Audit Committee

In accordance with POJK no. 17/2023, the Charter of Audit Committee of Bank Mega also regulates the structure and composition of the Audit Committee, which is appointed and dismissed by the Board of Commissioners and is responsible to the Board of Commissioners. The Audit Committee consists of at least three members, all of whom are independent. The Audit Committee is composed of independent members of the Board of Commissioners and independent parties from outside the Bank, each of whom has expertise in the field of finance or accounting and one of whom has expertise in the field of law or banking. This structure of the Audit Committee is designed to comply with POJK No. 17 of 2023, Article 64, Paragraph 1, relating to the Audit Committee.



The Bank's Audit Committee is chaired by an independent commissioner and member with the following organizational structure:



The Bank's Audit Committee composition as of December 31, 2023 is as follows::

Nama	Jabatan	Tanggal Pengangkatan	Keahlian
Hizbullah*	Ketua	01 September 2023	Perbankan
Purwo Junianto	Anggota	01 September 2023	Keuangan & Perbankan
Ivan Purnama Sanoesi	Anggota	01 September 2023	Akuntansi & Perbankan

*Appointed as Chairman of the Audit Committee to replace Lambock V. Nahattands on August 31, 2023

A brief profile of each of the three members of the Audit Committee is set out below:

Profile of the Audit Committee Chairman

Hizbullah is the Independent Director and Chairman of the Audit Committee. A brief profile of him is provided in the Company Profile section of this Annual Report.

Profile of the Audit Committee Members

A brief profile of the 2 (two) members of the Audit Committee who have been appointed since the year 2022 is given below:



Purwo Junianto

Member

Age	68 years of age at the end of the 2023 fiscal year
Citizenship	Indonesian
Domicile	Jakarta
Legal Basis of Appointment	Appointed as a member of the Audit Committee of PT Bank Mega Tbk by Directors' Decree No. SK. 111/DIRBM/23, effective from September 1, 2023
Tenure	First: 2023—2027

Educational Background

- Received a Bachelor of Economics degree from Gajah Mada University, Yogyakarta in 1978
- Received MBA degree from the University of Illinois, Urbana Champaign, USA in 1993

Concurrent Position

Have no concurrent positions

Work Experience

- Started his banking career in 1979 as a management trainee with the Export Import Bank / Exim Bank. His last position at Exim Bank was Head of Credit Department in 1999.
- Joined Bank Mandiri for 2 years before resigning in 2001
- He was Finance Director of PT Tirta Bumi Prakarsatama from 2004 to 2015.
- Lecturer at MM UGM from 2002 to 2006
- Member of the Risk Monitoring Committee of PT. Bank Mega, Tbk. from 2008 to 2022

Affiliated Relationship

Has no affiliation with members of the Board of Commissioners, Board of Directors, and major shareholders



	Ivan Purnama Sanoesi Member	
	Age	62 years of age at the end of the 2023 fiscal year
	Citizenship	Indonesian
	Domicile	Jakarta
	Legal Basis of Appointment	Appointed as a member of the Audit Committee of PT Bank Mega Tbk by Directors' Decree No. SK. 111/DIRBM/23, effective from September 1, 2023
	Tenure	First: 2023—2027
Educational Background	- Faculty of Economics, Department of Accounting, Tarumanegara University, 1988 - Master Degree in Financial Management, PPM Management College, 2004	
Concurrent Position	- Member of PT Risk Monitoring Committee. Bank Hibank Indonesia (Member of BNI) - Member of PT Audit Committee. Bank BTPN, Tbk. - Member of PT Risk Monitoring Committee. Bank Ina Perdana, Tbk. - Member of PT Risk Monitoring Committee. BCA Digital	
Work Experience	- From 1986 to 2016, held various positions in PT. Bank Central Asia Tbk; starting as Audit Staff, Head of Audit Department/Affairs, Head of Audit Office and Deputy Head of Audit Department - From 2016 to 2018, as Internal Audit and Risk Management Consultant at PT. Central Sentosa Finance - Served as independent member of Risk Monitoring Committee and member of Audit Committee in various financial services institutions	
Affiliated Relationship	Has no affiliation with members of the Board of Commissioners, Board of Directors, and major shareholders	

Audit Committee Meeting

POJK No. 17/2023 stipulates that the meetings of the Audit Committee shall be held at least 1 (one) time in 1 (one) month. This is in line with the Bank's Mega Audit Committee Charter, which stipulates that Audit Committee meetings shall be held periodically at least 1 (one) time in 1 (one) month and can only be held if the majority or more than ½ of the total members attend. Attendance of all Audit Committee members at internal Audit Committee meetings and agendas is as follows:

Name	Total Meetings	Total Attendance	Attendance Level
Lambeck V. Nahattands	7 Kali	7	100 %
Hizbullah	7 Kali	7	100 %
Purwo Junianto	14 Kali	14	100 %
Ivan Purnama Sanoesi	14 Kali	14	100 %

(*) Bpk. Hizbullah diangkat sebagai Ketua Komite Audit efektif per tanggal 01 September 2023.

No	Date	Meeting Agenda
1	13-Jan-23	Closing meeting with external auditors (Crowe), Presentation of audit implementation for fiscal year 2022
2	24-Jan-23	- Evaluation of PT Bank Mega Tbk's IADT task implementation results for Semester II 2022 - Evaluation of the implementation of the Board of Directors' follow-up on internal and external audit findings for Semester II 2022
3	31-Jan-23	Evaluation of PT Bank Mega Tbk's IADT work plan and budget in 2023
4	28-Mar-23	Evaluation of the audit results of PT Bank Mega Tbk by the Public Accounting Firm (KAP) for the Financial Year 2022
5	02-May-23	Evaluation of the audit report for the first quarter of 2023
6	09-May-23	Evaluation of compliance of financial reports of PT Bank Mega Tbk with the Accounting Standards for December 31, 2022 and March 31, 2023

No	Date	Meeting Agenda
7	18-Jul-23	- Evaluation of PT Bank Mega Tbk's IADT task implementation results for Semester I 2023 - Evaluation of the implementation of the Board of Directors' Follow-up on Internal & External Audit Findings for Semester I 2023
8	19-Sep-23	Proposed Appointment of Audit Firm (KAP) for FY 2023
9	26-Sep-23	Evaluation of the Results of the Implementation of PT Bank Mega Tbk's IADT Tasks for August 2023
10	03-Oct-23	Kick-off meeting with the external auditor (KAP AAJ/RSM) for the implementation of the financial statements audit for FY 2023
11	17-Oct-23	Renewal of the Audit Committee Charter
12	20-Oct-23	Evaluation of PT Bank Mega Tbk's IADT task implementation results for September 2023
13	14-Nov-23	Evaluation of PT Bank Mega Tbk's IADT task implementation results for October 2023
14	12-Dec-23	Evaluation of PT Bank Mega Tbk's IADT task implementation results for November 2023

(*) The meeting frequency is 1 (one) time in 1 (one) month starting from September 2023 in accordance with POJK No. 17 of 2023

Independence of the Audit Committee

As set forth in the Audit Committee Charter, each member of the Audit Committee has complied with independence requirements. The independence of each member of the audit committee may be measured by compliance with the requirements below:

1. Have no shareholding interest, directly or indirectly, in the company;
2. Have no business relationship, either directly or indirectly relating to the operations of the Company;
3. Not an Insider at any Certified public accountant, Law Firm, Public Appraiser or other party providing audit and/or non-audit services, assurance, non-assurance, appraiser and/or other consulting services to the Company within the last 6 (six) months;

4. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or major shareholders of the Bank.

Training During the Fiscal Year

Hizbullah, as the Chairperson of the Audit Committee, attended various training sessions, which can be found in the "Company Profile" of in this Annual Report.

Implementation of the Audit Committee's Activities
The Audit Committee helped to perform its oversight function on the Bank's performance throughout the year. The Audit Committee's work program and implementation for the year are as follows:

No	Work Program	Implementation
1	Evaluate the IADT 2023 Annual Audit Work Plan (RKAT).	An evaluation of the 2023 IADT Annual Audit Work Plan (RKAT) was performed.
2	Evaluate the compliance of the financial statements of PT Bank Mega Tbk with accounting standards	Performed an evaluation of the compliance of the financial statements of PT Bank Mega Tbk with accounting standards
3	Evaluate the results of PT Bank Mega Tbk's audit performance with Public Accounting Firm	An evaluation of the results of the audit of PT Bank Mega Tbk by KAP for the financial year 2022 was performed.
4	Make recommendations for the appointment of a public accounting firm for the fiscal year 2023.	A recommendation was made for the appointment of a public accounting firm to audit the financial statements for the financial year 2023.
5	Make recommendations for the appointment of independent quality controllers from external parties to review the performance of internal audit	A recommendation was made for the appointment of a Public Accounting Firm to conduct a review of the internal audit performance.
6	Evaluate the results of the implementation of the internal audit and the adequacy of the audit reporting for the fiscal year 2023	An evaluation has been made of the results of the internal audit function and the adequacy of audit reporting. This is done by evaluating the monthly internal audit report and presenting it in the minutes of the review meeting, which is then presented to the Board of Commissioners.
7	Evaluate the implementation of the Board's follow-up of internal and external audit findings.	The implementation of the Board's follow-up actions on internal and external audit findings has been evaluated.
8	Renewal of the Audit Committee Charter	The Audit Committee Charter has been updated in accordance with the Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 on the Implementation of Governance for Commercial Banks



► Risk Monitoring Committee

The Risk Monitoring Committee has been established in order to implement the principles of the GCG and in view of the increasingly complex duties and functions of the Board of Commissioners in the supervision of Bank Mega. This Committee has been established by the Board of Commissioners in order to assist the Board of Commissioners in fulfilling its duties and responsibilities in its supervisory function and to make recommendations to the Board of Commissioners in order to ensure that the implementation of the risk management of the Bank meets the elements of adequate risk management procedures and methods.

The Risk Monitoring Committee Charter

The Bank has established a Risk Monitoring Committee Charter with reference to the provisions of applicable laws and regulations, including POJK No. 17 of 2023 on the implementation of governance for commercial banks and SEOJK No. 34/SEOJK.03/2016 on the implementation of risk management for commercial banks.

The Risk Monitoring Committee Charter, which was signed by the Bank's Board of Commissioners on November 13, 2002, addresses important issues such as the composition, structure, and membership requirements; duties, responsibilities, and authority; committee rules; meetings,

quorums, and decision-making; the term of office of independent committee members; the performance evaluation mechanism; and the review period for working guidelines and regulations.

Duty and Responsibility

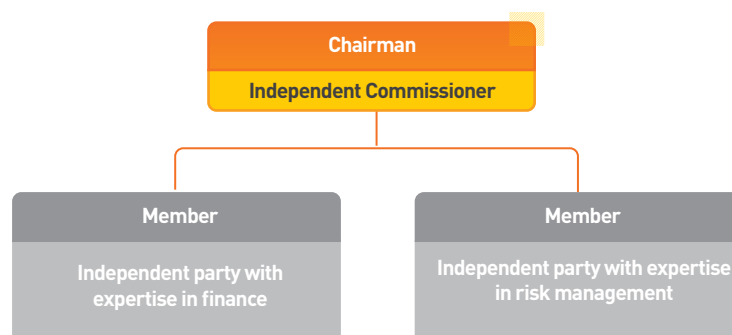
The Risk Monitoring Committee has a number of duties and responsibilities to assist in the performance of the duties and functions of the Board of Commissioners as set forth in the Risk Monitoring Committee Charter. The duties and responsibilities of the Risk Monitoring Committee include the following:

1. Assessing the adequacy of the risk management policies and the implementation of the Bank's policies, as well as monitoring and evaluating the performance of the duties of the Risk Management Committee and the Risk Management Department.
2. Providing opinions and recommendations to the Board regarding the Bank's risk management policies and implementation.
3. Providing opinions and recommendations to the Board of Commissioners on the performance of the duties of the Risk Management Committee and the Risk Management Work Unit, including integrated risk management.

Organizational structure and composition of the Risk Monitoring Committee

Bank Mega's Risk Monitoring Committee Charter also determines the structure and membership of the Risk Monitoring Committee, which is appointed and removed by the Board of Commissioners and is responsible to the Board of Commissioners. The Risk Monitoring Committee is composed of at least three members, one of whom is an independent commissioner, one (1) independent party with expertise in risk management and one (1) independent party with expertise in finance. The structure of the Risk Monitoring Board meets the requirements of Article 65 (1) of the POJK no. 17 of 2023.

The Bank's Risk Monitoring Committee is chaired by an Independent Commissioner and has the following organizational structure:





The Bank's Risk Monitoring Committee composition as of December 31, 2023 is as follows:

Name	Chairman	Appointment Date	Expertise
Achjadi Ranuwisastra	Chairman	01 Maret 2022	Perbankan
Iramady Irdja	Member	01 Maret 2022	Keuangan
Adrial Salam	Member	01 Maret 2022	Manajemen Risiko

A brief profile of each of the three members of the Risk Monitoring Committee is set out below:

Profile of the Risk Monitoring Committee Chairman

Achjadi Ranuwisastra is the Independent Director and Chairman of the Risk Monitoring Committee. A brief profile of him is provided in the Company Profile section of this Annual Report.

Profile of the Risk Monitoring Committee Members

A brief profile of the 2 (two) members of the Risk Monitoring Committee who have been appointed since the year 2022 is given below:

	Iramady Irdja Member	
	Age	68 years of age at the end of the 2023 fiscal year
	Citizenship	Indonesian
	Domicile	Jakarta
	Legal Basis of Appointment	Appointed as a member of PT Risk Monitoring Committee PT Bank Mega Tbk by Directors' Decree No. SK.025/DIRBM/22, effective March 1, 2022
	Tenure	First: 2022—2027 (5 years)
Educational Background	- Completed Master of Science (S2) education, National University in 2018 - Received Doctorate (S3) in Political Science (specialization: political economy), National University in 2021	
Concurrent Position	Have no concurrent positions	
Work Experience	- Started his career at Bank Indonesia in 1981 with his last position as Deputy Director of Bank Indonesia - Head of Bank Supervision in the working area of North Sumatra and Nangroe Aceh Darussalam (NAD), 2008 – 2011 - MSE and Sharia Economic Development Advisor in Bank Indonesia Sumbagteng Working Area (Sumbar, Riau, Jambi, Riau Islands), 2011 – 2012 - Consultant Committee LA-Indosat, 2015 – 2018 - Member of the Audit Committee of PT. Bank Mega, Tbk. from 2013 to 2022	
Affiliated Relationship	Has no affiliation with members of the Board of Commissioners, Board of Directors, and major shareholders	



Adrial Salam
Member

Age	64 years of age at the end of the 2023 fiscal year
Citizenship	Indonesian
Domicile	Jakarta
Legal Basis of Appointment	Appointed as a member of PT Risk Monitoring Committee PT Bank Mega Tbk by Directors' Decree No. SK.025/DIRBM/22, effective March 1, 2022
Tenure	First: 2022—2027 (5 years)

Educational Background	In 2001, he graduated from Pancasila University with a Master of Management Degree.
Concurrent Position	Have no concurrent positions
Work Experience	• Worked for Bank Mandiri from 1999 to 2016, having held various positions • 1999 - 2005 Served as Branch Manager at Bank Mandiri • 2006 - 2008 served as Special Audit Investigator • 2008 - 2011 served as Regional Head of Internal Control of Bank Mandiri for Jakarta and West Java Region • 2011 - 2012 he served as Branch Area Manager • 2012 - 2016 he served as Head of Internal Audit of Bank Mandiri. • 2015 - 2016 he served as Head of Transformation Team for Audit at Bank Mandiri • From 2005 to 2016 as a teacher of Banking Operations Module and Anti-Fraud Prevention Module • From 2015 to date, teacher for Risk Management Certification. • Member of Audit Committee of PT Bank Mega Tbk from 2015 to 2022 • Served as member of PT Audit Committee of PT Mandiri Inhealth Tbk from 2016 to 2022
Affiliated Relationship	Has no affiliation with members of the Board of Commissioners, Board of Directors, and major shareholders

Risk Monitoring Committee Meeting

POJK No. 17/2023 stipulates that the Risk Monitoring Committee shall meet at least 1 (one) time in 1 (one) month. This is in accordance with the Charter of the Risk Monitoring Committee of the Bank Mega, which also stipulates that the meetings of the Risk Monitoring Committee shall be held periodically at least 1 (one) time in 1 (one) month and can be held only if the majority or more than ½ of the total number of members are present. The level of attendance of all members of the Risk Monitoring Committee at the internal meetings of the Risk Monitoring Committee and the agenda of the meetings is the following:

Name	Total Meetings	Total Attendance	Attendance Level
Achjadi Ranuwisastira	7 kali	7 kali	100%
Iramady Irdja	7 kali	7 kali	100%
Adrial Salam	7 kali	7 kali	100%

No	Date	Meeting Agenda
1	03-Feb-23	Quarter IV/2022 Risk Profile Assessment
2	10-Feb-23	Evaluation of risk management implementation in 2022
3	02-May-23	Quarter I / 2023 risk profile assessment
4	21-Jul-23	Quarter II// 2023 risk profile evaluation
5	13-Oct-23	Renewal of Risk Monitoring Committee Charter
6	03-Nov-23	Quarter III / 2023 Risk Profile Evaluation
7	22-Dec-23	Risk profile evaluation for November 2023

Independence of the Risk Monitoring Committee

The Risk Monitoring Committee Charter requires that each member of the Risk Monitoring Committee meet independence requirements. The independence of each member of the Risk Monitoring Committee can be measured by the fulfillment of the requirements set forth below:

1. Former members of the Board of Directors, executive officers or parties having a relationship with the Bank that may influence the person's ability to act independently must complete a cooling off period of at least 6 (six) months before becoming an independent party, except for former members of the Board of Directors who are in charge of supervisory functions or officers who perform supervisory functions at the Bank.

2. A personal statement of independence shall be provided by the Independent Party.

Training During the Fiscal Year

Mr. Achjadi Ranuwisastra, as the Chairman of the Risk Monitoring Committee, attended various training sessions, which are listed in the Company Profile section of this Annual Report.

Implementation of Risk Monitoring Committee Activities
The Risk Monitoring Committee has contributed to the implementation of the monitoring function of Bank Mega's performance throughout the year 2023. The Risk Monitoring Committee's work program and implementation for this year are as follows:

No	Work Program	Implementation
1.	Evaluate the Risk Profile of Bank Mega	An assessment of Bank Mega's risk profile was carried out for the quarter IV/2022, the quarter I/2023, the quarter II/2023 and the quarter III/2023. The risk profile was prepared in accordance with the regulatory requirements. The Bank's risk profile is relatively stable during 2023, i.e. at a low to moderate level.
2.	Evaluate the effectiveness of the Risk Management Committee and the Risk Management Department	Active participation in monthly KMR meetings. KMR and RIMG have performed their functions as they should, so that the implementation of risk management has been carried out in accordance with the regulations. Risk parameters exceeding risk appetite and entering risk tolerance were discussed and improvements were pursued.
3.	Assess the effectiveness of the Integrated Risk Management Committee	Actively participate in quarterly KMRT meetings. KMRT in Integrated Financial Mega Corporations has been conducted in accordance with the provisions. The integrated risk profile can be maintained at a low to moderate level until October 2023.
4.	Evaluates monthly risk limit reports and attends monthly ALCO meetings. In general, the risk limit can be maintained within the Bank's risk appetite and risk tolerance.	Monitor risk limits for credit risk, market risk, liquidity risk, strategic risk, operational risk, legal risk, compliance risk and reputational risk.
5.	Provide information and proposals to the Board of Directors	This information and suggestions is communicated to the Board of Commissioners via Service Memos throughout 2023
6.	Evaluate the implementation of the 2023 Recovery Plan	The results of the evaluation is communicated to the Board of Commissioners via Service Memo.
7.	Evaluate the simulation of stress test implementation (solvency & liquidity)	The results of the evaluation is communicated to the Board of Commissioners via Service Memo.
8.	Evaluate the implementation of the compliance function per semester in 2022 and 2023	An evaluation of the implementation of the compliance function was conducted for the second half of 2022 and the first half of 2023.
9.	Renewal of the Risk Monitoring Committee Charter	The Risk Monitoring Committee Charter has been updated in accordance with the Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 on the implementation of governance for commercial banks.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee (KRN) is a committee formed by and responsible to the Board of Commissioners to assist in the performance of the functions and duties of the Board of Commissioners with respect to remuneration and nomination of members of the Board of Commissioners and members of the Board of Directors. The Remuneration and Nomination Committee has also been formed in order to implement the principles of the GCG and to take into account the increasingly complex duties and functions of the Board of Commissioners in the supervision of Bank Mega.

Remuneration and Nomination Committee Charter

The Bank has established a Remuneration and Nomination Committee Charter with reference to the provisions of applicable laws and regulations, including POJK No. 17/2023 on the implementation of governance for commercial banks and POJK No. 45/2015 on the Implementation of Governance in the Provision of Remuneration for Commercial Banks.



The important matters regulated in the Compensation and Nomination Committee Charter, which was signed by the Bank's Board of Directors on November 13, 2023, are the composition, structure and membership requirements, duties and responsibilities and powers, committee rules, meetings, quorum and decision-making, term of office of independent committee members, performance evaluation mechanism, and review period of work guidelines and regulations.

Duty and Responsibility

The Remuneration and Nomination Committee, as set forth in the Remuneration and Nomination Committee Charter, has several duties and responsibilities to assist the Board in carrying out its duties and functions. The duties and responsibilities of this committee with respect to the remuneration policy include the following:

1. Make recommendations to the Board regarding the compensation structure, policy and amount of compensation for members of the Board of Directors and/or members of the Board of Commissioners, to be evaluated by the Compensation and Nomination Committee at least 1 (one) time in 1 (one) year.
2. Assist the Board of Commissioners in conducting performance evaluations in accordance with the compensation received by each director and/or member of the Board of Commissioners.
3. Provide evaluation results and recommendations to the Committee regarding the overall employee compensation policy to be presented to the Board.

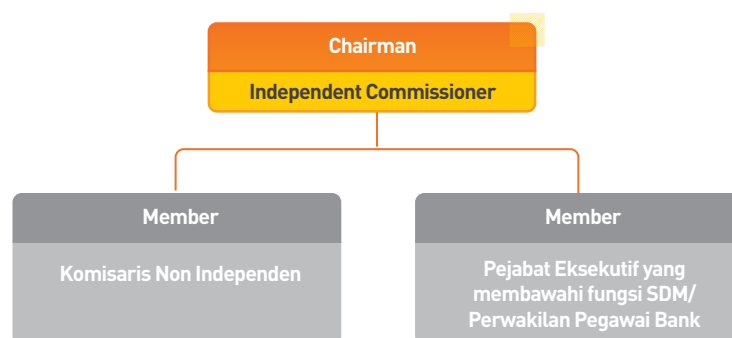
The duties and responsibilities with respect to the Nominating Policy are as follows:

1. Make recommendations to the Board of Commissioners regarding the composition of the Board of Directors and/or the Board of Commissioners, the guidelines and criteria required in the nomination process, and the performance evaluation guidelines for the Board of Directors and/or the Board of Commissioners.
2. Assist the Board of Trustees in evaluating the performance of directors and/or members of the Board of Trustees based on benchmarks established as evaluation materials.
3. Make recommendations to the Board regarding capacity development programs for directors and/or members of the Board of Commissioners.

Organizational structure and composition of the Remuneration and Nomination Committee

The Bank's Remuneration and Nomination Committee Charter also regulates the structure and composition of the Remuneration and Nomination Committee, which must be composed of at least: 1 (one) independent director, who is also the Chairman; 1 (one) non-independent director; and 1 (one) executive officer in charge of human resources or 1 (one) employee representative of the Bank. If the members of the Remuneration and Nomination Committee are determined to be more than 3 (three) persons, the Independent Committee shall be composed of at least 2 (two) persons.

The Bank's Remuneration and Nomination Committee shall be chaired by an independent member and shall have the following organizational structure:



The Bank's Remuneration and Nomination Committee composition as of December 31, 2023 is as follows:

Name	Chairman	Appointment Date	Expertise
Achjadi Ranuwisastra	Chairman	March 1, 2022	Banking
Yungki Setiawan	Member	March 1, 2022	Finance
Anwar V. Purba	Member	March 1, 2022	HR

A brief profile of each of the three members of the Remuneration and Nomination Committee is set out below:

Profile of the Remuneration and Nomination Committee Chairman

Achjadi Ranuwisastra is the Independent Director and Chairman of the Remuneration and Nomination Committee. A brief profile of him is provided in the Company Profile section of this Annual Report.

Profile of the Remuneration and Nomination Committee Members

A short profile of the Non-Independent Commissioner, Yungki Setiawan, can also be found in the section of this Annual Report entitled Company Profile. Meanwhile, a brief profile of Anwar V. Purba can be found below:

	Anwar V. Purba Member	
	Age	59 years of age at the end of the 2023 fiscal year
	Citizenship	Indonesian
	Domicile	Jakarta
	Legal Basis of Appointment	Reappointed as a member of the Remuneration and Nomination Committee of PT Bank Mega Tbk by Directors' Decree No. SK. 029/DIRBM/22, effective as of March 1, 2022
	Tenure	First: 2022—2027 (5 years)
Educational Background	- Received Bachelor's Degree from the Faculty of Psychology, University of Indonesia and - Completed the Executive Master in Business Administration Program at the Asian Institute of Management, Manila, Philippines	
Concurrent Position	Have no concurrent positions	
Work Experience	Rejoined Bank Mega in 2008 and held the position of Head of Human Capital Management	
Affiliated Relationship	Has no affiliation with members of the Board of Commissioners, Board of Directors, and major shareholders	

Remuneration and Nomination Committee Meeting

POJK No. 17/2023 stipulates that the meetings of the Remuneration and Nomination Committee shall be held at least 1 (one) time every 3 (three) months. This is in accordance with the Charter of the Remuneration and Nomination Committee of Bank Mega, which provides

for regular meetings to be held at least once every 3 (three) months. This meeting shall be held if the majority of the members of the Committee are present, including the presence of 1 (one) Independent Director and 1 (one) Executive Officer in charge of Human Resources or 1 (one) representative of the Bank's employees.



The level of attendance of all members of the Remuneration and Nomination Committee at the internal meetings of the Remuneration and Nomination Committee and the agenda of the meetings are as follows:

Name	Total Meetings	Total Attendance	Attendance Level
Achjadi Ranuwisastra	5 kali	5 kali	100%
Yungki Setiawan	5 kali	5 kali	100%
Anwar V. Purba	5 kali	5 kali	100%

No	Date	Meeting Agenda
1	16-Jan-23	Recommendations for the Appointment of Directors of PT Bank Mega Tbk.
2	16-Feb-23	Recommendations for the Appointment of Commissioners and Vice President Director of PT Bank Mega Tbk.
3	28-Feb-23	Proposed Honorarium/Salary and Allowances for the Board of Commissioners and Directors in 2023 as well as the Division of Directors' Duties
4	30-Aug-23	Evaluation of the implementation of the Remuneration Policy for Semester I 2022
5	30-Oct-23	Alignment of the Remuneration and Nomination Committee Work Guidelines and Rules of Procedure Alignment of Nomination Policies for the Board of Commissioners and Members of the Board of Directors

Training During the Fiscal Year

Achjadi Ranuwisastra and Yungki Setiawan, attended various training sessions, which are listed in the Company Profile section of this Annual Report.

Implementation of Remuneration and Nomination Committee Activities

The Remuneration and Nomination Committee has contributed to the implementation of the monitoring function of Bank Mega's performance throughout the year 2023. The Remuneration and Nomination Committee's work program and implementation for this year are as follows:

No	Work Program	Implementation
1	Recommendations for the appointment of the Directors of the AGMS in 2023.	Proposed to the Board of Commissioners, to be approved by the General Meeting of Shareholders of PT Bank Mega Tbk in 2023.
2	Recommendations for the appointment of Board of Commissioners and Vice President Directors at the 2023 AGMS.	Proposed to the Board of Commissioners, to be determined at the General Meeting of Shareholders of PT Bank Mega Tbk Tbk in 2023.
3	Proposed remuneration for members of the Board of Commissioners and Directors in 2023.	Proposed to the Board of Commissioners, to be determined after the General Meeting of Shareholders of PT Bank Mega Tbk in 2023.
4	Evaluation of the implementation of the remuneration policy for the first half of 2023.	The results of the evaluation is submitted to the Board of Commissioners.
5	Alignment of the Remuneration and Nomination Committee Work Guidelines and Rules of Procedure	The Work Guidelines and Rules of Procedure of the Remuneration and Nomination Committee have been aligned with the Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 on the Implementation of Governance for Commercial Banks.
6	Alignment of Nomination Policies for the Board of Commissioners and Members of the Board of Directors	The Nomination Policy for the Board of Commissioners and members of the Board of Directors has been aligned with the Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.

Supporting Organs of the Board of Directors

According to the Board Manual, the Directors of the Bank may form committees as required to assist in carrying out their duties and responsibilities in an effective manner. Upon the formation of such committee, the Board of Directors shall have a duty to evaluate the performance of the committee at the end of each financial year.

The Board of Directors has formed several Executive Committees to assist it in carrying out its duties and responsibilities in the following tabel. A summary of the Executive Committee meetings is provided at the end of this section.

No	Committee	Number of Director Decree	Date of Director Decree
1	Risk Management Committee	SK.No.069/DIRBM/23	June 12, 2023
2	Assets dan Liabilities Committee (ALCO)	SK.No.064/DIRBM/23	May 4, 2023
3	Credit Policy Committee	SK.No.053/DIRBM/14	June 5, 2014
4	Information Technology Committee	SK.NO.067/DIRBM/23	June 5, 2023
5	Human Resources Committee	SK.No.062/DIRBM/23	April 13, 2023
6	Product Committee	SK.No.086/DIRBM/18	October 26, 2018
7	Crisis Management Committee	SK.No.076/DIRBM/23	June 13, 2023
8	Credit Committee	SK.NO.123/DIRBM/23	October 2, 2023

In addition, within the framework of the Mega Corpora Financial Conglomeration, the Bank, as the main entity to carry out its duties and responsibilities, has established the following committee:

No	Committee	Number of Director Decree	Date of Director Decree
1	Integrated Risk Management Committee	SK Direksi No. SK.077/DIRBM/23	June 13, 2023
2	Integrated Governance Committee	SK Dekom No.SK. 006/DEKOM/V/2023	May 15, 2023

A more detailed explanation of the supporting committees of Directors can be found below:

▶ Risk Management Committee

Duties and Responsibilities

The authority and responsibility of the Risk Management Committee shall be to evaluate and make recommendations to the President Director regarding risk management, including, at a minimum, the following

1. Preparation of risk management policies and amendments thereto, including risk management strategies, level of risk assumed and risk tolerance, risk management framework and contingency plans to anticipate the occurrence of abnormal conditions.
2. Improving the risk management process periodically or on an ad hoc basis as a result of changes in the

Bank's external and internal conditions affecting capital adequacy, the Bank's risk profile, and ineffective implementation of risk management based on evaluation results.

3. Establishing policies and/or business decisions that deviate from normal procedures, such as exceeding significant business expansion compared to the bank's previously established business plan, or taking risk positions/exposures that exceed predetermined limits.
4. Determining the risk limit (risk appetite and risk tolerance) for each risk area (risk taking limit).

5. Monitor, evaluate and implement risk limits in accordance with applicable risk limit policies.
6. Evaluate the Risk Profile Report and the PTKB Report before submitting them to the Financial Supervisory Authority (OJK) as a routine report.
7. Monitor significant issues through reports submitted by the Risk Management Committee Secretariat.

Risk Management Committee Activities in 2023

During 2023, the Risk Management Committee held meetings with the following topics of discussion:

No.	Discussion Materials
1.	Assessment of the Bank's health for the second half of 2022
2.	Monitoring of risk limits Position at December 31, 2022
3.	Economic Sector Limit Monitoring as of December 2022
4.	ITCR Dashboard and PEX Update
5.	Cyber Security Matrix Assessment
6.	Digital Maturity Assessment
7.	Operational Risk Analysis Monitoring
8.	Risk Limit Monitoring as of January 2023
9.	Economic Sector Limit Monitoring & Review
10.	Changes to the CKPN Calculation Guidebook
11.	Monitoring of risk limits as of February 2023
12.	Monitoring of economic sector limits as of February 2023
13.	Review of credit risk profile parameters
14.	Risk profile for the period Quarter I - 2023
15.	Risk Limit Monitoring as of March 2023
16.	Clear Desk & Clear Screen Assessment
17.	Risk Limit Monitoring as of April 2023
18.	Monitoring of Economic Sector Limits as of April 2023
19.	Submission of IT & Cyber Risk Profile Parameters
20.	Risk Limit Monitoring Position May 2023
21.	Monitoring Economic Sector Limits as of May 2023
22.	CCPL Portfolio Review
23.	Bank Health Level Assessment Period I - 2023
24.	Monitoring of the risk limits as of June 2023
25.	Review of liquidity risk limit Risk parameters
26.	Monitoring of economic sector limits as of June 2023
27.	Monitoring of risk limits as of July 2023
28.	Monitoring of Economic Sector Limits as of July 2023
29.	Monitoring of the risk limits as of August 2023
30.	Monitoring of Economic Sector Limits as of August 2023
31.	Social Engineering Exercise

No.	Discussion Materials
32.	Application Risk Profile M Smile
33.	Dormant account monitoring
34.	Risk Profile Report for III Quarter - 2023
35.	Monitoring Economic Sector Limit as of September 2023
36.	Monitoring Economic Sector Limit as of September 2023
37.	Monitoring of Risk Limit as of October 2023
38.	Monitoring of Economic Sector Limit as of October 2023
39.	Risk Limit Monitoring as of November 2023
40.	Economic Sector Limit Monitoring as of November 2023

▶ Assets And Liabilities Committee (ALCO)

Duties and Responsibilities of the ALCO Committee

The Assets and Liabilities Committee (ALCO) has the following duties and responsibilities:

1. Establish short- and long-term financial goals.
2. Ensuring that the Bank's financial targets are approved by the Bank Commissioner.
3. Define the ALMA (Assets and Liabilities Management) strategy and ensure that, in its implementation, the

Bank maintains the Bank-wide risk level at a level commensurate with its risk appetite.

4. Determine interest rates and/or pricing for all products and services of the Bank.

Assets and Liabilities Committee Activities in 2023

The Assets and Liabilities Committee held meetings throughout 2023 with the following topics of discussion:

No.	Discussion Materials
1.	Economic Indicator: The Fed's rate hike has peaked. Inflation in various countries is trending down, and Indonesia's economic growth is expected to remain strong.
2.	Risk Management: Discussion on the risk limits and risk tolerance of various financial indicators such as LDR, LCR, NSFR, capital ratio and other financial indicators.
3.	Financial Forecast: Credit performance position, DPK and PBT.
4.	Third party fund management scenarios.

▶ Credit Policy Committee

Duties and Responsibilities of the Credit Policy Committee

The duties and responsibilities of the Credit Policy Committee shall be to assist the Board of Directors in the management of the Bank with respect to:

1. Submit regular written reports to the Board of Directors, with a copy to the Board of Commissioners, regarding
 - The results of the supervision of the implementation and execution of the Bank's credit policy.

- The results of the monitoring and evaluation of the implementation of the credit policies implemented.
2. Provide to the Board of Directors, with a copy to the Board of Commissioners, in periodic written reports, suggestions for corrective actions to be taken to mitigate risks that may arise from the implementation of a policy.



3. Hold regular meetings at least once every 2 (two) months. The results of these routine meetings will be presented in the form of Credit Policy Committee Meeting Minutes.

Credit Policy Committee Activities in 2023

During 2023, the Credit Policy Committee has held several meetings to discuss the following credit policy related matters:

No.	Discussion Materials
1.	Update on the Use of Bank Scorecards.
2.	Mega Investment Backed Loan I.
3.	Card Printing Management (Credit/Personal Loan Cards, ATM/Debit Cards, Priority Pass Cards and Prepaid Cards).
4.	Merchant Acquiring Acquisition Process I.
5.	Updated guidance book for determining the allowance for credit losses on financial assets.
6.	Merchant Acquiring Acquisition Process (Bank Indonesia Thematic Findings) II.
7.	Determination of Certain Economic Sectors and Regions Requiring Special Treatment for Covid 19 Restructuring Debtors
8.	Update on the use of external ratings and determination of risk weights in the calculation of credit RWA and CKPN.
9.	Conditions for using public accounting services and public accounting firms for debtors.
10.	Credit Fees and Trade Finance & Services Transaction Rates.
11.	Authorization matrix for program fee expenditures, fee waivers, and credit card and personal loan discounts.
12.	Approval of consumer credit cards and business credit cards.
13.	Discussion of consumer credit card application requirements and process.
14.	Enhancements to the Credit Facility Report (LFK) provisions.
15.	Credit card delinquency collection update.
16.	Risk Limit Credit Trigger & Action Tools Mechanism.
17.	Bank Mega Credit Restructuring Committee Update.
18.	Synergy between Bank Mega and Allo Bank in Credit Review Collaboration.
19.	Update on Trust Receipt (T/R) Facility provisions.
20.	Update on Bank Mega's Risk Limit Policy.
21.	Update on Rescue and Settlement of Problem Credit (Non Credit Card).
22.	Credit disbursement.
23.	Update on Imported Product Provisions.
24.	Mall Outlet Financing.
25.	Mega Investment Backed Loan II.
26.	Financing Limits Based on Economic Sector & Economic Sector Monitoring Mechanism.
27.	Provisions for Export Products.
28.	Name Lending Policy.
29.	MPC Point.
30.	Updating the authority of officials in the credit sector.
31.	Bank Mega Credit Committee.
32.	Provisions for Providing Back to Back Credit Facilities with DHE SDA as Collateral.
33.	Update on the provision of back to back credit facilities.
34.	Indogrosir and Indomarco Sub-Distributor Financing.

No.	Discussion Materials
35.	MPC Point.
36.	Provision of Loans with Deposit Guarantee (PJD).

► Information Technology Committee

Duties and Responsibilities of the Information Technology Committee (IT Committee)

The duties and responsibilities of the Information Technology Committee are to support the management function of the Bank by the Board of Directors with respect to information technology, namely to provide direction and decisions in this area. scope as follows:

1. Information Technology Strategic Plan that is consistent with the Bank's strategic plans and business activities.
2. Formulation of key information technology policies, standards and procedures.
3. Align approved information technology projects with the information technology strategic plan.
4. Ensure that the implementation of information technology projects is consistent with the agreed project plan.
5. Compatibility between information technology and the needs of management information systems and the needs of the Bank's business.
6. Effectiveness of the measures to minimize the risks of the Bank's investments in the information technology

sector so that the Bank's investments in the information technology sector contribute to the achievement of the Bank's business objectives.

7. Monitoring of information technology performance and efforts to improve information technology performance.
8. Efforts to effectively, efficiently and timely solve various Information Technology related problems that cannot be solved by the work units using and organizing Information Technology.
9. Adequacy and allocation of the Bank's resources.
10. Evaluate and approve the implementation of information technology projects exceeding Rp1,000,000,000 (one billion rupiah).
11. Review project effectiveness after go-live against the pre-defined forecast / plan.

Information Technology Committee Activities in 2023

During the year 2023, the Information Technology Committee has had several meetings for the discussion of material related to information technology policy, as follows:

No.	Discussion Materials
1.	Internet Banking Corporate
2.	Infrastructure RSTI
3.	SWIFT - ISO
4.	PSAK 50/55
5.	Supply Chain Financing

► Human Resources Committee

Duties and Responsibilities of the Human Resources Committee

The Human Resources Committee shall have the following duties and responsibilities in support of the Board's management functions with respect to human resources development:

1. Study and discuss problems in the field of human resources and determine direction and policy in human resources.

2. Discuss and develop the organizational structure of the Bank, including the establishment of job titles.
3. Determine and discuss compensation policies for employees.
4. Determine awards/sanctions and the form or amount of awards/sanctions for employees.



Human Resources Committee Committee Activities in 2023

The Human Resources Committee held several meetings to discuss matters related to human resources policies during 2023, as follows:

No.	Discussion Materials
1	Discussion of cases occurring at branches
2	Recommendations for sanctions for audit findings at branch offices
3	Review of periodic salary increases for employees in 2023
4	Employee bonuses in 2023.

Product Committee

Duties and Responsibilities of the Product Committee

The Product Committee shall have the following duties and responsibilities:

1. Ensure that new products or activities to be developed are consistent with the Bank's plans and strategies and the risks to which the Bank is exposed.
2. Provide approval and recommendations for proposed new products or operations.
3. Ensure the completeness of the documentation in the basic approval process for product proposals and the registration of each new product or activity application.
4. Monitor compliance with regulations governing the issuance of new products or activities.
5. Submit to the OJK, in accordance with the regulations, each plan and implementation report on the issuance of new bank products or activities prepared by the initiator.
6. Evaluate the Bank's products and activities.
7. Monitor the implementation of product assessments conducted by the initiator/product owner.

Product Committee Activities in 2023

The Product Committee has held several meetings to discuss product development material throughout 2023. These meetings include:

No.	Discussion Materials
1.	Mega Proteksi Optima Link
2.	Investment Backed Loan
3.	Mega Asset Protected Mutual Funds 22
4.	Safe Deposit Box (SDB) Cooperation between PT Bank Mega Tbk with PT Bank Mega Syariah
5.	New savings product "Mega Zaver
6.	Contactless debit card issuance
7.	VISA Plus as ATM Acquirer
8.	Loan On Card (LOC) on M-Smile
9.	Digital Credit Card General Flow - M-Auto & Web Onboarding
10.	Pros and Cons of CCV and Exp Date CC at M-Smile
11.	M-Smile Project Update
12.	Impact of changes and synchronization of customer data
13.	KKPD Project
14.	Individual Mega Internet Closing



No.	Discussion Materials
15.	M-Money
16.	Feature Allo Explore
17.	Loyalty Engine
18.	Bank Mega Digital Savings
19.	On Boarding Biometrics Review
20.	Project Tap to Pay
21.	Proposed Flow Bundling Onboarding Savings & Credit Cards
22.	Branch Transaction Authentication
23.	Funnel Analysis
24.	Credit Card Mobile Number Change
25.	New Website Acq CC Apply Performance Credit Card

Crisis Management Committee

Duties and responsibilities of the Crisis Management Committee

The duties and responsibilities of the Crisis Management Committee shall be to assist the Board of Directors in the management of the Bank, particularly with respect to crisis management, with respect to

1. Ensuring that the preparation of the recovery plan document is realistic, comprehensive and in accordance with the requirements of the regulator/ Financial Services Authority (OJK).
2. Communicating the recovery plan to all levels of the bank's organization.
3. Implement the recovery plan effectively and on time.
4. Periodically evaluate and test the recovery plan and ensure that the recovery plan indicators are above the minimum requirements.
5. The members of the Committee shall recommend to the Chairman of the Committee the relevant recovery plan, which shall include the preparation of recovery plan guidelines as well as amendments and contingency plans to anticipate the occurrence of abnormal conditions, as well as options for actions that will be taken by the Bank in response to financial stress experienced by the Bank to prevent, restore or improve financial conditions.

Crisis Management Committee Activities in 2023

The Crisis Management Committee has held a number of meetings to discuss materials related to the Crisis Management Policy during the year 2023, as listed below:

No.	Discussion Materials
1.	Trigger Level Recovery Plan
2.	Trigger Level GWM
3.	Stress Testing Recovery Plan



Credit Committee

Roles and Responsibilities of the Credit Risk Management Committee

The duties and responsibilities of the Credit Committee shall be to assist the Board of Directors in the management of the Bank, particularly with respect to credit management, with respect to:

1. Making decisions on credit applications in accordance with its authority.
2. Coordinating with the committee responsible for asset and liability management.
3. Perform their duties with full responsibility, especially with regard to providing objective, honest and thorough credit approval.

4. Refuse requests and/or influence from parties having an interest in the Credit Applicant to grant formal credit approval;
5. Comply with and abide by all existing regulations, both those of the Regulator and the Bank's internal regulations.

Credit Committee Activities in 2023

The Credit Committee held several meetings to discuss matters related to credit management policies during 2023, which are summarized in the following table:

Credit Segment	Non-Restructuring Credit Committee	Credit Restructuring Committee	Total
Corporate Credit	72	4	76
Indirect Channel Credits	36	20	56
Indirect Channel Credits	22	2	24
SME Credit - KUM	613	33	646
SME Credit - KUK	0	1	1
Consumer Credit	48	11	59
Treasury & International Banking Credit	194	0	194
Total	985	71	1.056

Transparency of the Meetings of the Executive Committee

The following table provides information on the summary of the meetings of the Executive Committee under the Board of Directors and the status of the minutes of the meetings held during the year 2023.

No.	Committee Name	Total Meetings in 1 year	Minutes of meetings
1	Risk Management Committee	12	Complete
2	Assets dan Liabilities Committee (ALCO)	10	Complete
3	Credit Policy Committee	10	Complete
4	Information Technology Committee	2	Complete
5	Human Resources Committee	6	Complete



No.	Committee Name	Total Meetings in 1 year	Minutes of meetings
6	Product Committee		
	SBDV	-	
	RPMG	8	Complete
	CPMA	31	Complete
	TIBS	-	-
7	Crisis Management Committee	3	Complete
8	Credit Committee	-	-

Corporate Secretary

The important role of company secretary is necessary to improve openness, service and communication to stakeholders as an implementation of the principles of good corporate governance by issuers or public companies. According to POJK No. 35/2014, public companies or issuers are required to have the function of a company secretary. A company secretary is an individual or a person in charge of a work unit who performs the functions of a company secretary.

Duties and Responsibilities

The company secretary has the following duties and responsibilities:

1. To keep abreast of developments in the capital market, in particular the regulations applicable to the capital market sector.
2. Provide services for any information required by shareholders and the public regarding the condition of the Bank, such as requests for annual reports and annual general meetings.
3. To assist the Board of Directors in complying with capital market regulations and their implementing rules.
4. To act as a liaison between Bank Mega and the Financial Services Authority, PT Bursa Efek Indonesia (BEI), other regulators and the public.
5. To prepare a special list of shares.
6. To maintain and be responsible for the availability of the minutes of the meetings of the Board of Directors and the joint meetings of the Board of Commissioners and the Board of Directors.
7. To prepare the necessary materials in connection with the routine reports/activities of the Directors that are to be presented to external parties.

8. To be responsible for the organization of the General Meeting of Shareholders.

Role of the Corporate Secretary

The role of the Corporate Secretary in the working relationship between the Board of Commissioners and the Board of Directors, based on the Board Manual, is as follows

- Organize document management activities related to policies issued, minutes of meetings, and minutes of meetings attended by the Board of Commissioners and Directors.
- Act as a liaison between the Board of Directors and the Board of Commissioners with shareholders, related agencies, the community, and other stakeholders.
- Perform protocol functions for the activities of the Board of Directors and the Board of Commissioners, the implementation of the GMS and the official activities of the Bank.
- Serve as the Bank's spokesperson to external parties and collect information related to the Bank and parties outside the Bank related to the Bank's business activities and implement communication strategies in accordance with the Bank's needs.
- Other functions as specified in the Bank's Internal Regulations.

Profile of the Corporate Secretary

The Corporate Secretary of Bank Mega was appointed on the basis of a report to the Indonesian Stock Exchange and the Financial Services Authority with Letter No. 262/DIRBM-COAF/15 dated November 02, 2015 and also serves as the Head of Corporate Affairs. The position of Corporate Secretary of Bank Mega is held by Christiana



M. Damanik, whose profile has been explained in the Corporate Secretary Profile section of the Company Profile chapter of this Annual Report.

Performance of the Corporate Secretary's activities

The Corporate Secretary has fulfilled his duties and responsibilities throughout the year 2023. In terms of information disclosure, Bank Mega has submitted reports

as a form of information disclosure carried out by the Corporate Secretary, which can be accessed through <https://bankmega.com/id/tangan-kami/new-investor-relations/>.

In addition, the Corporate Secretary also publishes press releases related to Bank Mega throughout 2023. These press releases can be accessed at [XXX](#).

Tabel List Surat Keluar 2023

Letter Number	Date	About	Receiver
1	06 Jan 2023	Registration Activity Report as of December 2022	OJK ; BEI
3	10 Jan 2023	Foreign Currency Debt Report as of December 31, 2022	OJK ; BEI
4	11 Jan 2023	Announcement of Plans to Hold the Annual General Meeting of Shareholders of PT Bank Mega Tbk	OJK ; BEI
9	18 Jan 2023	Announcement of the Annual General Meeting of Shareholders of PT Bank Mega Tbk	OJK ; BEI
10	24 Jan 2023	Application for Fit and Proper Test Director of PT. Bank Mega Tbk	OJK
11	26 Jan 2023	Business Group Structure Report	OJK ; BEI
13	27 Jan 2023	2022 Training Implementation Report	BI
14	02 Feb 2023	Submission of PT Bank Mega Tbk 2022 Annual Report and Sustainability Report	OJK Pasar Modal ; BEI
15	02 Feb 2023	Submission of PT Bank Mega Tbk 2022 Annual Report and Sustainability Report	OJK Pengawas
16	02 Feb 2023	Invitation of Annual General Meeting of Shareholders (AGMS) of PT Bank Mega Tbk	OJK ; BEI
17	07 Feb 2023	Registration Activity Report as of January 2023	OJK ; BEI
19	08 Feb 2023	Foreign Currency Debt Report as of January 31, 2023	OJK ; BEI
23	10 Feb 2023	Reporting on PT Bank Mega Tbk's Public Expose Plan	OJK ; BEI
30	21 Feb 2023	Public Expose Material	OJK ; BEI
39	28 Feb 2023	Management Change Information	OJK Pasar Modal ; BEI
40	28 Feb 2023	Management Change Information	OJK Pengawas
41	28 Feb 2023	Submission of Summary of Minutes and Results of AGMS of PT Bank Mega Tbk	OJK Pasar Modal ; BEI
42	28 Feb 2023	Submission of Summary of Minutes and Results of AGMS of PT Bank Mega Tbk	OJK Pengawas
43	01 Mar 2023	Public Expose Result Report of PT Bank Mega Tbk	OJK ; BEI
45	07 Mar 2023	Registration Activity Report as of February 2023	OJK ; BEI
46	07 Mar 2023	Foreign Currency Debt Report as of February 28, 2023	OJK ; BEI
52	14 Mar 2023	Confirmation of Attendance of Candidate for Information Technology Director of PT Bank Mega Tbk	OJK
56	24 Mar 2023	Instructions for the Distribution of Cash Dividends on Shares of PT Bank Mega Tbk (MEGA)	KSEI
57	24 Mar 2023	Submission of the Minutes of PT Bank Mega Tbk	OJK ; BEI
58	27 Mar 2023	Report on the appointment of the Director of Information Technology of PT Bank Mega Tbk	OJK
59	28 Mar 2023	Submission of PT Bank Mega Tbk's Revised Annual Report and Sustainability Report 2022	OJK Pasar Modal ; BEI
60	28 Mar 2023	Submission of PT Bank Mega Tbk's Revised Annual Report and Sustainability Report 2022	OJK Pengawas
61	29 Mar 2023	Application for Fit and Proper Test for Deputy Managing Director of PT. Bank Mega Tbk Directors' Statement Letter	OJK
62	29 Mar 2023	Directors' Statement Letter	LPS
63	30 Mar 2023	Organizational Structure Report of PT. Bank Mega Tbk	OJK ; BEI
66	31 Mar 2023	Information Disclosure Notice on the Financial Reports of PT Mega Corpora and Subsidiaries	OJK ; BEI
71	06 Apr 2023	Registration Activity Report as of March 2023	OJK ; BEI
72	06 Apr 2023	Follow-up to OJK Letter SR-14/PB.0211/2023	OJK

Letter Number	Date	About	Receiver
73	10 Apr 2023	Foreign Currency Debt Report as of March 31, 2023	OJK ; BEI
75	12 Apr 2023	Request for fit and property test of Independent Commissioners of PT. Bank Mega Tbk	OJK
81	27 Apr 2023	Submission of Annual Report PT Mega Corpora (Parent Company PT Bank Mega Tbk)	OJK Pasar Modal ; BEI
82	27 Apr 2023	Submission of Annual Report PT Mega Corpora (Parent Company PT Bank Mega Tbk)	OJK Pengawas
83	28 Apr 2023	Publication of PT Bank Mega Tbk Financial Report as of 31 March 2023	OJK ; BEI
84	28 Apr 2023	Submission of interim financial report as of March 2023	OJK ; BEI
85	02 Mei 2023	Follow-up to OJK Letter No. SR-14/PB.0211/2023	OJK
86	09 Mei 2023	Registration Activity Report as of April 2023	OJK ; BEI
87	10 Mei 2023	Foreign Currency Debt Report as of April 30, 2023	OJK ; BEI
88	15 May 2023	Confirmation of the Attendance of the Candidate for Deputy President Director of PT Bank Mega Tbk	OJK
89	15 May 2023	Confirmation of the Attendance of the Candidate for Deputy President Director of PT Bank Mega Tbk	OJK
91	17 May 2023	Completeness of Capability and Conformity Assessment Document for the Nomination of Deputy President Director of PT Bank Mega Tbk	OJK
96	31 May 2023	Completeness of Capability and Proper Test (PKK) Documents for the Appointment of Deputy President Director of PT Bank Mega Tbk	OJK
98	06 Jun 2023	Registration Activity Report as of May 2023	OJK ; BEI
99	08 Jun 2023	Foreign Currency Debt Report as of May 31, 2023	OJK ; BEI
100	12 Jun 2023	Effective Report (Reporting the Appointment of Deputy President Director of PT Bank Mega Tbk)	OJK
101	13 Jun 2023	Follow-up to OJK Letter No.SR-20/PB.0211/2023 (Level 2 Certificate)	OJK
102	13 Jun 2023	Submission of Report on the Appointment of Deputy President Director of PT Bank Mega Tbk	OJK (Data dan Informasi dan Konglomerasi Keuangan)
104	03 Jul 2023	Confirmation of Attendance of PT Bank Mega Tbk Management Candidates	OJK
106	07 Jul 2023	Foreign Currency Debt Report as of June 30, 2023	OJK ; BEI
107	07 Jul 2023	Registration Activity Report as of June 2023	OJK ; BEI
108	12 Jul 2023	Confirmation of Attendance of PT Bank Mega Tbk Management Candidates (Change in Mr. Hizbullah's Schedule)	OJK
110	14 Jul 2023	Submission of Financial Literacy and Inclusion Reports	OJK
111	24 Jul 2023	Completion of Fit and Proper Test Documents for the Appointment of Independent Commissioners of PT Bank Mega Tbk	OJK
112	31 Jul 2023	Submission of the Report on the Appointment of Independent Commissioners of PT Bank Mega Tbk	OJK
113	31 Jul 2023	Submission of Interim Financial Report June 2023	OJK ; BEI
114	31 Jul 2023	Publication of PT Bank Mega Tbk's Financial Report as of June 30, 2023	OJK ; BEI
116	07 Agus 2023	Commissioner's Statement Letter	OJK
117	07 Agus 2023	Registration Activity Report as of July 2023	OJK ; BEI
118	07 Agus 2023	Organizational Structure Report PT. Bank Mega Tbk	OJK ; BEI
119	08 Agus 2023	Foreign Currency Debt Report as of July 31, 2023	OJK ; BEI
123	15 Agus 2023	Advertising disclosure of information on the financial reports of PT Mega Corpora and Subsidiaries	OJK ; BEI
125	28 Agus 2023	Update Report on Beneficial Ownership Data of PT Bank Mega Tbk	OJK
128	01 Sep 2023	Changes in the composition of the Audit Committee	OJK ; BEI
130	07 Sep 2023	Registration Activity Report as of August 2023	OJK ; BEI
131	08 Sep 2023	Foreign Currency Debt Report as of August 31, 2023	OJK ; BEI
132	10 Oct 2023	Registration Activity Report as of September 2023	OJK ; BEI
133	10 Oct 2023	Foreign Currency Debt Report for the period ending September 30, 2023	OJK ; BEI
134	30 Oct 2023	Submission of financial literacy and inclusion reports	OJK



Letter Number	Date	About	Receiver
135	31 Oct 2023	Submission of Interim Financial Reports as of 30 September 2023	OJK ; BEI
136	31 Oct 2023	Publication of PT Bank Mega Tbk financial reports as of 30 September 2023	OJK ; BEI
137	08 Nov 2023	Registration activity report as of October 2023	OJK ; BEI
138	10 Nov 2023	Foreign Currency Debt Report as of October 31, 2023	OJK ; BEI
139	24 Nov 2023	Explanation of Securities Transaction Volatility	BEI
140	30 Nov 2023	Submission of the 2024 Financial Literacy and Inclusion Plan Report	OJK
141	30 Nov 2023	2024 Education Plan and Implementation Report	BI
142	11 Des 2023	Registration Activity Report as of November 2023	OJK ; BEI
143	11 Des 2023	Foreign Currency Debt Report as of November 31, 2023	OJK ; BEI

Internal Audit

Pursuant to POJK No. 56/2015 on the establishment of an internal audit unit and guidelines for the preparation of an internal audit unit charter, the internal audit unit is a working unit within an issuer or public company that performs the internal audit function. Internal Audit is an activity that provides independent and objective assurance and advice with the aim of increasing value and improving the company's operations through a systematic approach by evaluating and improving the effectiveness of risk management, control and corporate governance processes. Specifically, through POJK No. 1/2019 on the Implementation of the Internal Audit Function in Commercial Banks, the OJK states that internal audit is an independent and objective activity that provides confidence and consultation, with the aim of increasing value and improving bank operations, through a systematic approach. by evaluating and improving the effectiveness of the bank's risk management, control and governance processes.

Internal Audit Charter

In accordance with the aforementioned POJK, Bank Mega has prepared an Internal Audit Unit Charter, which was ratified by the Bank's Directors and Deputy Directors, as well as the Chairman of the Audit Committee on April 18, 2022. This Charter regulates the following important matters: Scope and function, structure and position, duties and responsibilities, authority, relationship between the Internal Audit Department and the business units performing internal control functions, requirements for internal auditors, code of ethics, prohibition of holding concurrent duties and positions, accountability of the Internal Audit Department, responsibility and accountability, independence in providing consulting services or other special tasks, and coordination with external auditors.

Duties and Responsibilities

In accordance with POJK no. 1/2019, Bank Mega has defined the duties and responsibilities of the Internal Audit Department, as set out in the Internal Audit Department Charter, as follows:

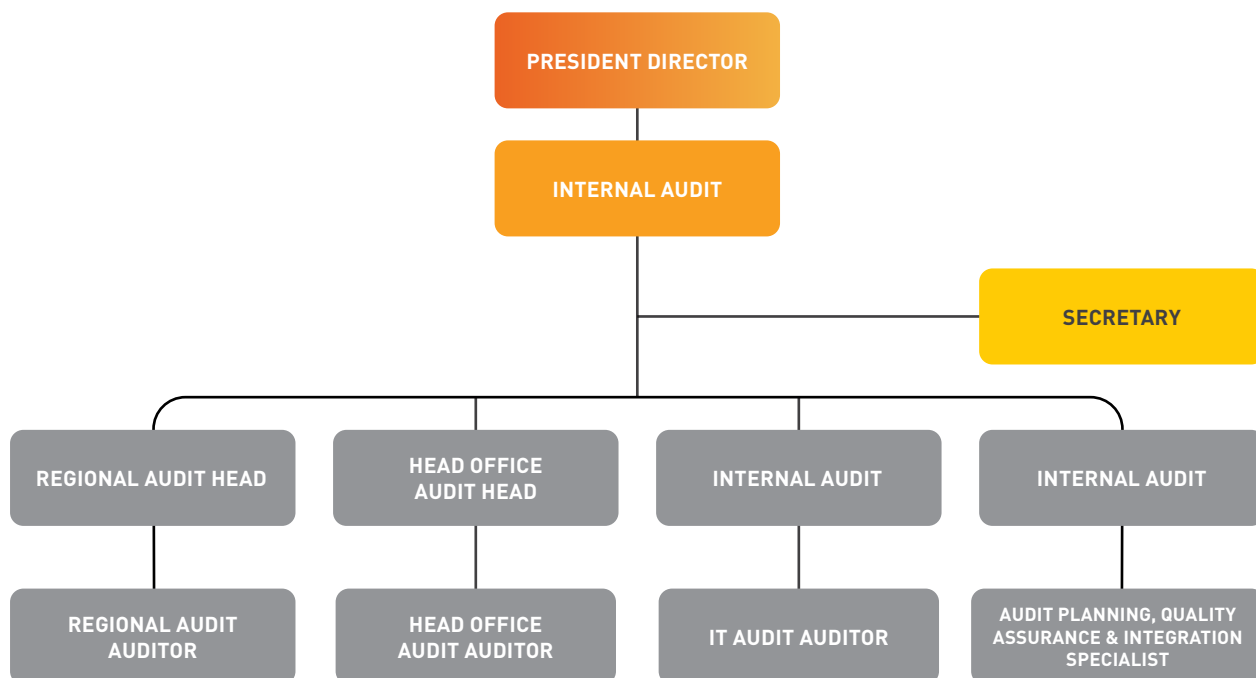
- To prepare and implement the annual audit work plan (RKAT) and allocate the budget for the implementation of the internal audit function, where the RKAT and budget allocation are approved by the President Director and the Board of Commissioners, taking into account the recommendations of the Audit Committee;
- Assist the President Director and the Board of Commissioners in providing oversight by explaining operationally the planning, implementation, and monitoring of audit results;
- Analyze, evaluate, assess, and test, through audits, the adequacy and effectiveness of the implementation of governance, risk management, and internal control in the areas of finance, accounting, operations, human resources, information technology, marketing, and other activities;
- Identify all opportunities to improve and increase the efficiency of the use of resources and funds;
- Provide objective and corrective recommendations on audited activities to all levels of management;
- Monitor, analyze, and report on the implementation of follow-up improvements agreed upon with the management of the audited entity;
- Carry out special audits when necessary, provided that independence is not compromised;
- To perform its functions as an integrated internal audit work unit, refer to the Integrated Governance Guidelines for the PT Mega Corpora Financial Conglomerate:

- Oversee the conduct of internal audits in each related financial services institution (LJK) in the financial conglomerate;
- Submit monitoring reports on the conduct of integrated audits to the director in charge of supervising the LJK in the financial conglomerate and to the board of commissioners of the parent company, as well as to the director in charge of the compliance function of the parent company.

of the Board of Commissioners, taking into account the recommendations of the Audit Committee, and reports to the OJK. The IADT Charter also provides that the Head of Internal Audit is directly subordinate to and responsible to the President Director and may communicate with the Directors, the Board of Commissioners, and the Audit Committee to provide information on various matters related to audit activities. The internal auditors are progressively responsible through the Audit Section Leader to the IADT Head as shown in the following chart:

Organizational Structure and Composition of the Internal Audit Unit

Bank Mega's Internal Audit Department (IADT) is headed by the Head of Internal Audit, who is appointed and dismissed by the President Director with the approval



Profile of the Head of Internal Audit

Aloysius Ary Satrio has been appointed Head of Internal Audit effective October 1, 2020. His profile is described in the "Profile of an Executive Officer" section of the Company Profile chapter of this Annual Report.

Number of Auditors

As of December 31, 2023, the IADT is supported by resources, most of which are risk management certified, as follows:

No	Risk Management Certification	Total Employees	Description
1	Level 1	25	Auditor/Specialist
2	Level 2	2	Auditor
3	Level 3	4	Head of Audit Department/ Team Leader
4	Level 4	2	IADT Head/Team Leader
5	Level 5	7	Auditor/Specialist/ IADT Secretary
Total		40	



Independence of Internal Audit

The Charter of the Internal Audit Unit requires each member of the Internal Audit Unit to meet independence requirements. The independence of each member of the Internal Audit Unit can be measured by the following requirements:

- Freedom to determine the method, scope, methods, techniques, and approach of the audit to be performed and to report the results;
- Able to express opinions and thoughts without influence or pressure from any party;
- Free from any conflict of interest with respect to the subject matter or activity being audited; if the Internal Auditor has a conflict of interest, the individual is required to disclose the relationship so that he or she is not assigned to perform audit activities on the subject matter or activity in question;
- Perform no operational activities outside of the internal audit function.

Training During the Fiscal Year

Regular and continuous improvement of the quality of human resources skills will be carried out by the Internal Audit Unit through the inclusion of seminar and training programs during 2023 consisting of:

Name of Training/ Seminar/Workshop	Total Employees
New Employee Induction Program (NEIP) 2023 Training	2
Risk Management Certification Refreshment	5
Webinar to learn more about the provisions of the P2SK Law in the context of strengthening the banking sector	1
Webinar on insurance guarantee and restoring public confidence in the insurance industry in Indonesia	1
Corporate Outbound Training 2023	33
IAIB National Conference 2023: The Future Role of Internal Audit in the Financial Services Industry	2
Bank Internal Audit Certification Refreshment Program Auditor Level - Bank Fraud Prevention and Mitigation (Compliance & Operational Risk)	1
Workshop on the Implementation of APU, PPT and PPPSPM Program Provisions in Support of Reporting Obligations to PPATK	1
Webinar Beware of New Style Fraud Modes	4
Bank Mega Cyber Security Awareness and Resilience	2
Table Top Cyber Resilience Exercise at Bank Mega pursuant to SEOJK No. 29/SEOJK.03/2022	2
Socialization of the Law No. 27 of 2022 on the Protection of Personal Data	5
Leadership in a Changing Atmosphere Webinar	2
Socialization of Company Regulations for the Period 2023 - 2025	2
IIA Indonesia National Conference	2
Webinar Improving Financial Performance through Data Analytics	3
Webinar on Leveraging the Internet of Things (IoT) in the Financial Services Industry	7
Webinar on Opportunities and Challenges of Fintech P2P Lending in the Era of P2SK Law	2
Webinar on Managing Environmental, Social and Governance Risks and Opportunities	1
Refreshment Report on Compliance Assessment Results (LHPK) of the Payment System and Financial Market Infrastructure of Bank Indonesia and the National Black List Management Office (SP & FMI BI and KPDHN) in 2023	1

Implementation of the activities of the Internal Audit Unit

The Internal Audit Unit has performed its duties and responsibilities throughout the year 2023. The work program and work implementation of the Internal Audit Unit for this year are as follows:

1. Conducted operational and business audits of 74 Regional Offices/Branches/Sub-Branches.
2. Conducted audits of 28 departments, thematic audits, and mandatory regulatory audits at the Non-Operational Head Office (KPNQ).
3. Conducted Mega Oto Joint Financing (MOJF) audits at 6 partner offices.

4. Conducted APU PPT audits, risk management, anti-fraud, and consumer services and protection for 3 branches/sub-branches.
5. Conducted Information System Technology (TSI) Audits of 9 Mandatory Regulators, 2 Mandatory Information Technology Service Providers (PJTl) and 8 Applications.
6. Monitored audit findings for all auditees.
7. Monitored the implementation of internal audits for 10 financial services institutions (LJK) in the Mega Corpora group.
8. Acted as counterpart of Bank Indonesia/Financial Services Authority.

Compliance Function

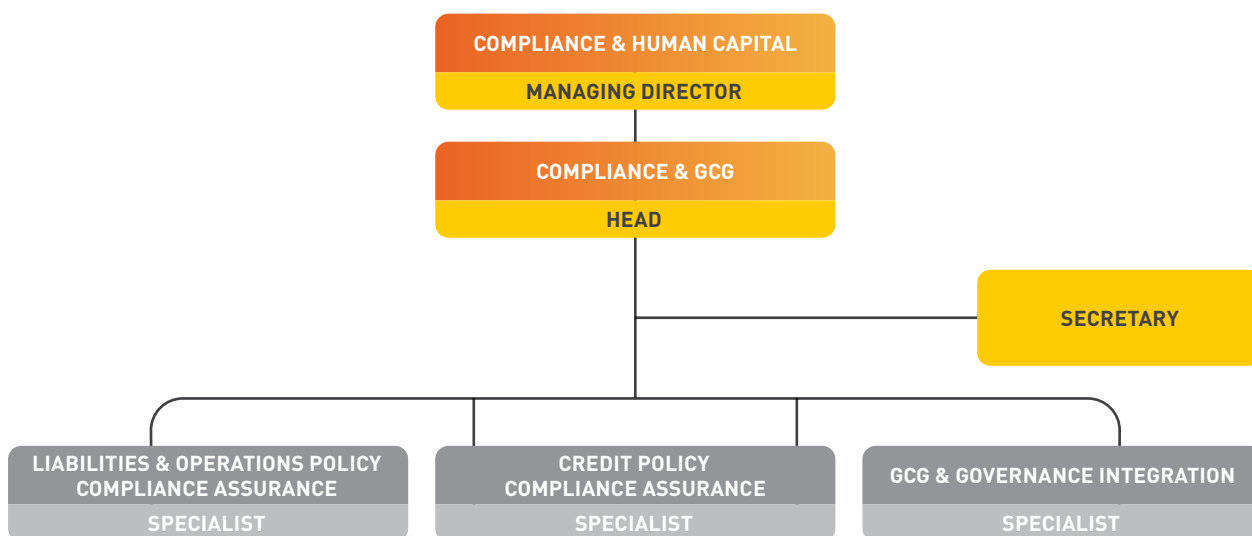
Pursuant to POJK No. 46/POJK.03/2017 on the Implementation of the Compliance Function of Commercial Banks, the Compliance Function is a set of preventive (prior) measures or steps to ensure that the policies, regulations, systems and procedures, as well as the business activities conducted by the Bank, are in accordance with the provisions of the Financial Services Authority and statutory regulations, including the Shariah rules for Shariah commercial banks and Shariah business entities, as well as to ensure compliance with the commitments made by the Bank to the Financial Services Authority and/or other competent supervisory authorities.

The Compliance function plays an important role in strengthening the Bank's structure against risks that may

arise from advances in information technology, globalization and financial market integration. The Compliance function also ensures compliance with various laws and regulations, as well as commitments to competent authorities.

Compliance Structure

Bank Mega has a director in charge of the compliance function (Director of Compliance & Human Capital) and a compliance work unit (Compliance & GCG) that is independent from the operational work unit. The organization chart of the Compliance & Human Capital Directorate is based on No.099/DIRBM/23 tanggal 31 July 2023 and is effective from 1 August 2023.



In performing the Compliance function, the Compliance Director, together with the Compliance Work Unit, has prepared the following Compliance Report:

1. Report to OJK:
 - a. Semester I - 2023 Compliance Report via Letter No. 044/DIR-CHC/2023 dated July 26, 2023.
 - b. Semester II - 2023 Compliance Report via Letter No.002/DIR-CHC/2024 dated January 22, 2024.
2. Report to the President Director (copy to the Board of Commissioners)
 - a. First Quarter 2023 Compliance Report via Service Memo No. MD.018/DIR-CHC/23 dated May 2, 2023.
 - b. Third Quarter 2023 Compliance Report via Service Memo No.MD.046/DIR-CHC/23 dated October 24, 2023.

Compliance Framework

1. Take steps to support the creation of a culture of compliance in all of the Bank's business activities at all levels of the organization.
2. Identify, measure, monitor and control compliance risks by referring to the applicable regulations of the Financial Services Authority (POJK) (in coordination with SKMR).
3. Ensure that the Bank's policies and procedures and business activities are in compliance with the provisions of the Financial Services Authority (OJK), Bank Indonesia (BI) and applicable laws and regulations.
4. Review and/or recommend updating and improving the policies and procedures that the Bank has issued and/or will issue so that they comply with the provisions of the Financial Services Authority (OJK), Bank Indonesia (BI) and applicable laws and regulations.
5. Ensure that the Bank complies with the commitments made by the Bank to the Financial Services Authority (OJK) / Bank Indonesia (BI) and/or other competent regulatory authorities.
6. Conduct socialization on matters related to the Compliance Function and applicable policies and procedures.
7. Serve as a point of contact for internal and external parties on compliance issues related to the Bank.
8. Create a compliance checklist for plans to issue new products, synergistic cooperation within a Bank Business Group (KUB) and the Mega Corpora Financial Conglomeration.
9. Coordinate the preparation of reports related to compliance functions in accordance with the applicable regulations of the Financial Services Authority (OJK), such as:
 - a. Compliance report as required by applicable Financial Services Authority (OJK) regulations.
 - b. Compliance work plan included in the Bank's business plan.

- c. Special report (if there is a significant deviation from the provisions of the Financial Services Authority (OJK)/Bank Indonesia and/or applicable laws and regulations) to the Financial Services Authority (OJK).

Implementation of the Compliance Function

The Compliance Function has performed its duties and responsibilities throughout 2023. The work program and work implementation of the Compliance Function for this year are as follows:

1. Review of Draft Policy
 - a. Review draft operational, credit, product and other internal policies.
 - b. Review draft policies related to the implementation of compliance and governance functions.
2. Oversee lending
 - a. Review proposals for credit applications with certain limits and proposals for cooperation in the distribution of credit (joint financing, etc.).
 - b. Monitoring credit quality.
 - c. Monitoring the achievement of the macroprudential ratio for inclusive financing (RPIM) and lending to productive enterprises.
3. Implementation of Compliance Socialization

In an effort to increase employee awareness of compliance risks and to promote and realize the implementation of a compliance culture at all levels of the Bank's organization and business activities. The Bank, in this case CGCG, has implemented the following steps:

 - a. The direct socialization that has been carried out is as follows:
 - i. Becoming a facilitator in training programs such as training for new employees (New Employee Induction Program) as well as employees who participate in career development programs (Development Programs) such as Mega Management Development Program (MMDP) and Operation Supervisor Development Program (OSDP). In 2023, there will also be another training program, namely Basic Banking For IT.
 - ii. Organize socialization/training on improving the implementation of Compliance and Governance Culture for Regional Office and Branch Office officials with discussion materials: Function of Compliance and Governance, Anti-Fraud Strategy, Implementation of APU PPT & PPSPM and Operations.
 - b. Indirect socialization is done in the following ways:
 - i. Through Bank Mega's internal website accessible to all employees.



- ii. Preparation of Service Memos to all work units and branches/sub branches regarding internal and external regulations, which are published every month. During 2023, 12 such service memos were prepared.
 - iii. Prepare a reminder service memo to the work unit regarding the implementation of a provision that requires a review of internal provisions and/or the preparation of an action plan for its implementation. In 2023, 44 reminder service memos were issued.
- 4. Prudential Supervision
Monitoring compliance with OJK and BI regulations and implementation of the Bank's prudential principles in fulfilling capital, liquidity, lending limits, asset/credit quality, GWM and foreign exchange management requirements.
- 5. Development of the Bank's Operational Activities
Based on the analysis of the Internal Audit Findings Report in the areas of Operations, Funding, and Credit for 2023, 39 coaching service memos were prepared for the heads of work units at Headquarters, Regional Offices, and Branch Offices to improve the supervision and coaching function.
Guidance through service memos is an effort to reduce repeat audit findings (same findings in multiple offices) and high risk, which is expected to improve a culture of compliance where all work unit leaders at headquarters, regional, and branch offices are expected to:
 - a. Ensure that each operational/financial/credit activity is in compliance with applicable policies and procedures and the limits of authority granted.
 - b. Ensure the implementation of dual control (check & balance) in various operational / financing / credit activities and is guided by the Bank's prudential principles.
 - c. Ensure that each employee has performed his/her duties and responsibilities in accordance with his/her job description.
 - d. Enhance employee knowledge through ongoing discussion of policies and procedures and foster a culture of compliance and risk awareness.
 - e. Provide suggestions/input for improvements to policies and procedures that are no longer appropriate/relevant to operational/financial/credit conditions, taking into account risks and prioritizing the Bank's prudential principles.
 - f. Verification of the completeness of the documents of the Synergy Cooperation Agreement concluded by Bank Mega with the Banks of the Bank Business Group.

Internal Control System

The Internal Control System (ICS) is an important component of bank management and is the basis for sound and safe bank operations. An effective internal control system can assist management in safeguarding the Bank's assets, ensure the availability of reliable financial and management reporting, enhance compliance with applicable laws and regulations, and reduce the risk of losses, irregularities, and violations of regulatory requirements.

Basis for Determination

The basis for determination of Bank Mega's SPI is based on OJK Circular Letter No. 35/SEOJK.03/2017 on guidelines for internal control standards for commercial banks. By implementing the SPI, it is hoped that the Bank will be able to support the achievement of its Vision and Mission and increase value for various stakeholders, while complying with various applicable laws and regulations and minimizing the risk of loss.

It is the shared responsibility of all management and employees of the Bank to implement risk management and internal control systems. Risk awareness continues to be instilled at all levels of the organization. Bank Mega periodically reviews the adequacy of segregation of duties, dual control/dual custody, policies and procedures for implementing the internal control system to provide reasonable assurance.

Compliance with the implementation of the internal control system with COSO (Internal Control Framework)

Bank Mega follows the COSO (Committee of the Sponsoring Organizations of the Treadway Commission) Internal Control Integrated Framework to ensure the adequacy of operational and financial controls, financial reporting, operational effectiveness and efficiency, and compliance with applicable laws and regulations. In this case, internal control is a system or process that is also used by a company's board of directors, management, and employees to achieve control objectives.

Financial and Operational Control

Bank Mega implements an internal control system that consists of two important aspects, namely Operational Control and Financial Control. The internal control over the Bank's operations and financial reporting is carried out with reference to the international reference COSO - Internal Control Integrated Framework, which includes 5 (five) control components, namely:

1. Control environment
2. Risk assessment
3. Control Activities
4. Information and communication; and
5. Monitoring activities.

In addition, Bank Mega has an internal inspection and control policy through operational control. The purpose of this policy is to:

- Establish procedures for inspection and internal control by Branch Operations Control, Unit Headquarters & Jakarta Operations Control and Unit Operations

Development & Support within the Process Management & Operations Control (PMOC) Work Unit to perform monitoring activities to be more focused, structured, effective and efficient.

- Become a reference for related work units (Internal Audit and other) in implementing the internal control scheme.

In practice, Operations Control is linked to the Defense Line Work Unit in order to implement a good internal control system. The Operations Control Work Unit works with the Controlling Work Unit through the Three Lines of Defense (TLD) concept. The first line is operational defense, the second line is risk management, and the third line is IADT.

The role of Operations Control in the TLD concept is to act as an independent assessor of the First Line (Operational Implementation Work Unit) by providing reasonable assurance regarding the implementation of controls and operational risk management.

Findings that indicate fraud by the Process Management & Operations Control Work Unit are communicated to the Fraud Control Work Unit. If the findings are proven to be fraud, the resolution process is carried out by the Fraud Control unit.

Evaluation of the Effectiveness of the Internal Control System

Bank Mega is implementing an internal control system in accordance with the Internal Control Integrated Framework issued by COSO. Control activities are initially planned and implemented to control risks that could affect the Bank's performance or result in losses. Issues related to the adequacy of internal control are reported to the Board of Directors, the Board of Commissioners and the Audit Committee, and follow-up actions are taken to minimize risks.

Implementation of Other Corporate Governance

Implementation of Anti-Money Laundering and Counter-Terrorism Financing/Financing of Proliferation of Weapons of Mass Destruction (APU PPT/PPSPM)

The implementation of the APU PPT/PPSPM program is an obligation for all parties, especially for banks. As financial service providers, banks are required or obligated to mitigate the risk of being used by perpetrators of the crimes of money laundering (TPPU) and terrorism financing/proliferation financing (TPPT/PPSPM). Therefore, the commitment of all parties is required to support the regime for the eradication of money laundering and terrorist financing/proliferation financing.

Bank Mega, as one of the national private banks with a wide network in the territory of the Republic of Indonesia (Unitary State of the Republic of Indonesia), has a high potential risk of being used as a means for money laundering and terrorism financing crimes/proliferation of weapons of mass destruction. Therefore, Bank Mega has attempted to prevent and mitigate risks through the implementation of the APU PPT/PPSPM program with a risk-based approach/RBA.

APU Program Implementation Policies and PPT/PPSPM Procedures

Pursuant to OJK Regulation (POJK) No. 12/POJK.01/2017, as amended by POJK No. 23/POJK.01/2019, on the Implementation of the APU PPT Program in the Financial Services Sector, Bank Mega has a policy and procedure for the implementation of the APU PPT/PPSPM Program that is consistent with and in accordance with the relevant OJK Regulations, which includes, among other things:

1. Implementation of the pillars of the APU PPT/PPSPM Program.
2. Customer Due Diligence (CDD) and/or Enhanced Due Diligence (EDD) procedures for Prospective Customers/Customers/Beneficial Owner (BO)/Walk In Customer (WIC).
3. Mandatory screening procedures.
4. Procedures for monitoring customer profiles, monitoring customer transactions and monitoring Walk In Customers (WIC).
5. Procedures for customer data update programs.

6. Procedures for rejecting account openings, rejecting transactions, and closing accounts.
7. Procedures for performing APU PPT/PPSPM risk assessment.
8. Fund transfer procedures.
9. Cross-Border Correspondent Banking (CBCB) procedures.
10. Procedures for implementation of LTKT, LTKL, LTKM/LTKMP reporting.
11. Procedures for reporting the implementation of the APU PPT/PPSPM program to management.

Socialization of the Implementation of the APU Program and Prevention of Terrorist Financing

Bak Mega is playing an active role in the socialization of the implementation of the APU program and the prevention of terrorism financing to the public. The Bank urges the public to be cautious and understand that they can become passive actors by receiving or controlling the placement, transfer, payment, grant, donation, custody and exchange of criminal funds without informing the authorities.

The public can play an active role by avoiding entrusting financial transactions; protecting personal identity from being misused for transactions by irresponsible parties; supporting and following the basic process of recognizing service users carried out by financial service institutions in a cooperative manner; providing information to the PPATK if they are aware of any actions that indicate money laundering, financing of terrorism and financing of proliferation of weapons of mass destruction; and confirming and more closely examining fundraising activities.

Bank Mega has also made this socialization in the form of a video that can be accessed through the bank's website, namely <https://bankmega.com/id/tangan-kami/tata-kelola-usaha-new/> or through the YouTube link: <https://www.youtube.com/watch?v=TQlyC3wBRNk>.

APU, PPT and PPPSPM Programs in 2023

A risk-based APU, PPT and PPPSPM work program has been implemented to support the implementation of the provisions of the APU, PPT and PPPSPM program at Bank Mega, which is outlined in the following points:

1. Conduct a risk assessment for TPPU and TPPT/PPSPM in the branch operational network using a risk-based approach by assessing inherent risk and control effectiveness.
2. Prepare and/or make adjustments to internal regulations related to the implementation of the APU, PPT and PPPSPM programs in accordance with applicable external regulations.
3. Provide opinions, assistance and discussions to business units regarding the implementation of the APU, PPT and PPPSPM programs.
4. Provide regular support to all branches by distributing data lists containing data to be followed up and/or corrected (data up-dating).
5. Periodically conduct a data updating program in accordance with applicable regulations, and to require banks to annually report to the OJK the target and implementation of customer data updating.
6. In order to comply with the screening obligations, the Bank has 8 (eight) types of data sources, namely
 - a. List of Suspected Terrorists and Terrorist Organizations and Proliferation Financiers of Weapons of Mass Destruction.
 - b. List of Politically Exposed Persons (PEPs) and PEP Associates.
 - c. List of online gambling operators.
 - d. List of unlicensed online lenders (Illegal Pinjol).
 - e. List of names issued by the Authority in connection with the prohibition on providing banking facilities.
 - f. OFAC (Office of Foreign Assets Control) List.
 - g. UN (United Nations) List.
 - h. EU Sanctions Lists.

In addition to being performed upon the acceptance of new customers, the screening obligation will be performed periodically in accordance with the customer data update schedule.
7. Implementation of APU, PPT and PPPSPM program training for new employees through onboarding training activities, and also monitoring the achievement of participation in the 2023 version of e-learning for employees who are on the list of those required to participate in the respective e-learning.
8. Create an AML forum with various discussion topics presented in the form of questions and answers (Q&A) to facilitate the industry's understanding of the implementation of the provisions of the APU, PPT and PPPSPM programs.
9. Increase the competency and awareness of all levels of Bank Mega's employees, especially AMLA Division employees, regarding the implementation of the APU,

PPT, and PPPSPM programs through certification, refresher, outreach, and training.

10. Improve the quality of submission of Suspicious Financial Transaction Reports (LTKM), Cash Financial Transaction Reports (LTKT), Financial Transaction Reports on Transfers of Funds to and from Overseas (LTKL), and Integrated Service User Information System (SIPESAT) in accordance with regulatory requirements.
11. Improve the applications supporting the implementation of APU, PPT and PPPSPM programs, including the development of internal applications to be used to support reporting obligations according to PPATK goAML requirements.
12. Establish and maintain good relations, cooperation and coordination with regulators and law enforcement agencies, particularly in fulfilling customer data and/or information requests.
13. Play an active role in work programs or activities organized by the regulator to which the activities in question relate:
 - a. Implementation of FIR on ML/TF (Financial Integrity Rating on Money Laundering & Terrorism Financing) PPATK
 - The FIR on ML/TF is an assessment through the completion of a questionnaire, as evidenced by the relevant attachments, followed by an in-depth interview. The measurements are based on qualitative and quantitative data related to the assessment of the reporting party's integrity in supporting the effectiveness of the implementation of the APU, PPT and PPPSPM programs.
 - b. Implementation of the Survey and Assessment of the PPATK Performance Effectiveness Index in Efforts to Prevent and Eradicate Money Laundering (TPPU) and Terrorist Financing (TPPT) Crimes in the Banking Sector in 2023
 - The Index is intended as a periodic monitoring and evaluation tool of the performance of the PPATK in the previous 1 (one) year through a national survey targeting stakeholders of the APU PPT (Anti-Money Laundering and Prevention of Terrorism Financing) Regime who have cooperated with or received PPATK products/outputs.

The survey was conducted simultaneously across the country using web/online data collection applications with the assistance of independent surveyors with extensive experience and expertise. The survey was conducted from July 26 to August 11, 2023.



c. Commemoration of the 2nd Decade of the National APU PPT Movement

- Bank Mega's participation in supporting this commemoration includes
 - i. Socialization support in the form of making standing banners for 20 years of APU PPT Movement to be placed in all regional offices;
 - ii. Publicity support in the form of a 20 Years of APU PPT Movement flyer that was published on Bank Mega WEB; and
 - iii. Technical support in the form of planting trees for 20 years of APU PPT Movement. The tree planting was conducted together with 9 other banks under the coordination of FKDKP (Banking Compliance Director Communication Forum) in Ngargoretno Village, Magelang Regency, Central Java. Bank Mega will participate in planting 100 bamboo trees every year for 5 consecutive years.

Challenges in Implementing the 2024 APU, PPT and PPPSPM Program Provisions

With the increasingly rapid development of digital technology supported by the digitalization era, financial service users have the freedom to conduct transactions anywhere and anytime. These conditions will undoubtedly pose great and diverse challenges to the effective implementation of the provisions of the APU, PPT and PPPSPM programs. In order to minimize these challenges, Bank Mega anticipates the obligation to have a reliable support system for the implementation of APU, PPT and PPPSPM programs and the support of qualified human resources (HR) both in terms of competence and sufficient number.

Apart from the things that need to be fulfilled internally by Bank Mega, the support of relevant government institutions/agencies/authorities to support the effectiveness of the client onboarding process in the financial services sector obviously plays an important role in supporting the implementation of the APU, PPT and PPPSPM programs as a whole.

Insider Trading Prevention Policy

The policy for the prevention of insider trading is explained in the Integrity Commitment Guide signed by the Board of Commissioners and Directors of Bank Mega. In this policy, it is specified that insider trading is a trading transaction that is carried out for personal gain or for internal parties of the Bank on the basis of information that is not within their rights. This action is prohibited for directors as stated in Section F, Prohibited Actions of Directors, No. 9, which explains the attitudes and conduct prohibited for the Board of Directors is to take personal profit from

corporate activities other than the salary and allowances received from the corporation, including insider trading.

Insider trading is also prohibited for employees as explained in Point G No. 14. The attitudes and behaviors that are prohibited for employees include taking personal advantage of Company activities other than the salary and benefits received from the Company, including insider trading.

Anti-Corruption and/or Fraud Policy

The anti-corruption and/or anti-fraud policy is also explained in the Integrity Commitment Guide signed by the Board of Commissioners and Directors of Bank Mega. In this Integrity Commitment Guide it is stated that: Corruption is an act committed fraudulently or against the law by members of the Board of Directors, members of the Board of Commissioners, Bank Management, managers or employees of the Bank, which is contrary to the interests of the Bank, or the abuse of the authority of the position/trust given to them with the aim of enriching themselves or other people or certain groups.

Meanwhile, Fraud is an act of deviation or omission that is deliberately carried out to deceive, mislead or manipulate the Bank, Customers or other parties, which occurs within the Bank and/or using the Bank's facilities, thereby causing the Bank, Customers or other parties to suffer losses. and/or the perpetrator of the Fraud obtains financial benefits, either directly or indirectly.

Fighting corruption and/or fraud is one of Bank Mega's main concerns, so it is the 3rd Commitment of Bank Mega's Management and Employees, which states that Bank Mega's Management and Employees are obliged to create a working environment that is free from corruption, bribery and/or fraud related to the position or position in Bank Mega's organizational structure.

In addition, the Integrity Commitment Guide also sets forth the obligations of the Board of Commissioners (item 12), the obligations of the Board of Directors (item 16), and the obligations of employees (item 19) to avoid conflicts of interest in performing their duties and creating a work environment free from acts of corruption and/or fraud.

Operational Policy for the Protection of Consumer Assets, Privacy and Data within the Framework of the Protection of Consumers and Public

Consumer and Community Protection is an effort to provide knowledge and understanding of the Bank's products and/or services that are used or exploited by Consumers and/or the Community, and an effort to provide legal certainty to protect Consumers in the fulfillment of Consumer rights and obligations at the Bank. To maintain the confidentiality and security of consumer data and/or information, banks are required to:

- Establish functions responsible for protecting Consumer Data and/or Information
- Reliable information system to support the implementation of consumer data and/or information protection
- Mechanisms and procedures for protecting consumer data and/or information.

Banks are also prohibited from:

- Disclosing personal data and/or information about consumers to third parties;
- Requiring consumers to agree to share personal data and/or information as a condition of using products and/or services;
- Using for commercial purposes personal data and/or information of consumers who have terminated their agreement with the bank's products and/or services;

- Using personal data and/or information of potential consumers whose application to use products and/or services has been rejected by the Bank; and/or
- Use of personal data and/or information of potential consumers who apply to use products and/or services.

The Bank is required to conduct self-assessments of the provisions, implementation and evaluation related to protection against misuse of assets, privacy and consumer data, as regulated by the self-assessment prescribed by the OJK. The business unit responsible for the provisions, implementation, and evaluation related to protection against misuse of assets, privacy, and consumer information is the business unit that handles the credit card support business; business financing; business credit support; treasury and financial institution business; capital market business; IT infrastructure; and provisioning.

2023 Service Report and Handling of Customer Complaints

The following table explains the service reports and consumer complaints received by Bank Mega, which will then be followed up with the complaint handling process up to the period ending on December 31, 2023.

No	Jenis Produk dan/atau Layanan	Jumlah	Status Penyelesaian					
			Selesai		Tidak selesai		Dalam proses	
			Jumlah	Persentase	Jumlah	Persentase	Jumlah	Persentase
1.	Deposito	4	3	75%	0	0%	1	25%
2.	Tabungan	254	225	89%	0	0%	29	11%
3.	Kredit/Pembiayaan Modal Kerja	9	9	100%	0	0%	0	0%
4.	Kredit/Pembiayaan Bermotor (Kredit/Pembiayaan Konsumsi)	54	49	91%	0	0%	5	9%
5.	Kredit/Pembiayaan Pemilikan Rumah/Apartemen	1	1	100%	0	0%	0	0%

No	Jenis Produk dan/atau Layanan	Jumlah	Status Penyelesaian					
			Selesai		Tidak selesai		Dalam proses	
			Jumlah	Persentase	Jumlah	Persentase	Jumlah	Persentase
6.	Kartu ATM/Debit/Mesin ATM	1091	1067	98%	0	0%	24	2%
7.	Kartu Kredit	2012	1797	89%	0	0%	215	11%
8.	Kliring	1	1	100%	0	0%	0	0%
9.	Electronic Banking	1	1	100%	0	0%	0	0%
10.	E-Commerce	95	83	87%	0	0%	12	13%
11.	SMS Banking/Mobile Banking	1130	1105	98%	0	0%	25	2%
12.	Transfer Dana	1891	1877	99%	0	0%	14	1%
13.	Bancassurance	6	6	100%	0	0%	0	0%
14.	Produk Kerjasama Lainnya	1	1	100%	0	0%	0	0%
15.	Wealth Management	1	1	100%	0	0%	0	0%
16.	Safe Deposit	3	2	67%	0	0%	1	33%
		6554	6228	95%	0	0%	326	5%

Whistleblowing System

System as a form of implementation of the principles of good corporate governance. This system is implemented to create awareness among employees and other stakeholders to disclose possible violations without fear in order to create a clean, safe and transparent business environment.

Whistleblowing System Mechanism

Based on the provisions written in the SK No. 084/DIRBM/2022 on the implementation of the anti-fraud

strategy, the reporter (whistleblower) can submit complaints/information through the Whistleblowing System, which can be accessed through the following media:

- Application for the Whistleblowing System, which can be accessed through the internal website of Bank Mega (Megaweb), namely by going to <https://bankmega.com/id/about kami/tata-kelola-usaha-new/whistleblowing-system/>.



- **Email**, which can be sent to fbi@bankmega.com or to any of the Banking Fraud staff email addresses.
- **Telephone**, which can be reached on the landline number +62 21-791500 ex. 15.505 and 15.525.
- **Verbally**, which can be delivered/delivered to the address: Crime & Fraud Investigation (CFIN) Work Unit, Menara Bank Mega Lt. 15 Jl. Captain Tendean Kav 12-14A Jakarta 12790.

This is regulated by Decree No. 084/DIRBM/2022 on the Implementation of Anti-Fraud Strategies to Facilitate Complaints of Fraud Incidents, to Encourage/Awareness of Bank Employees and Officials to Report Fraud

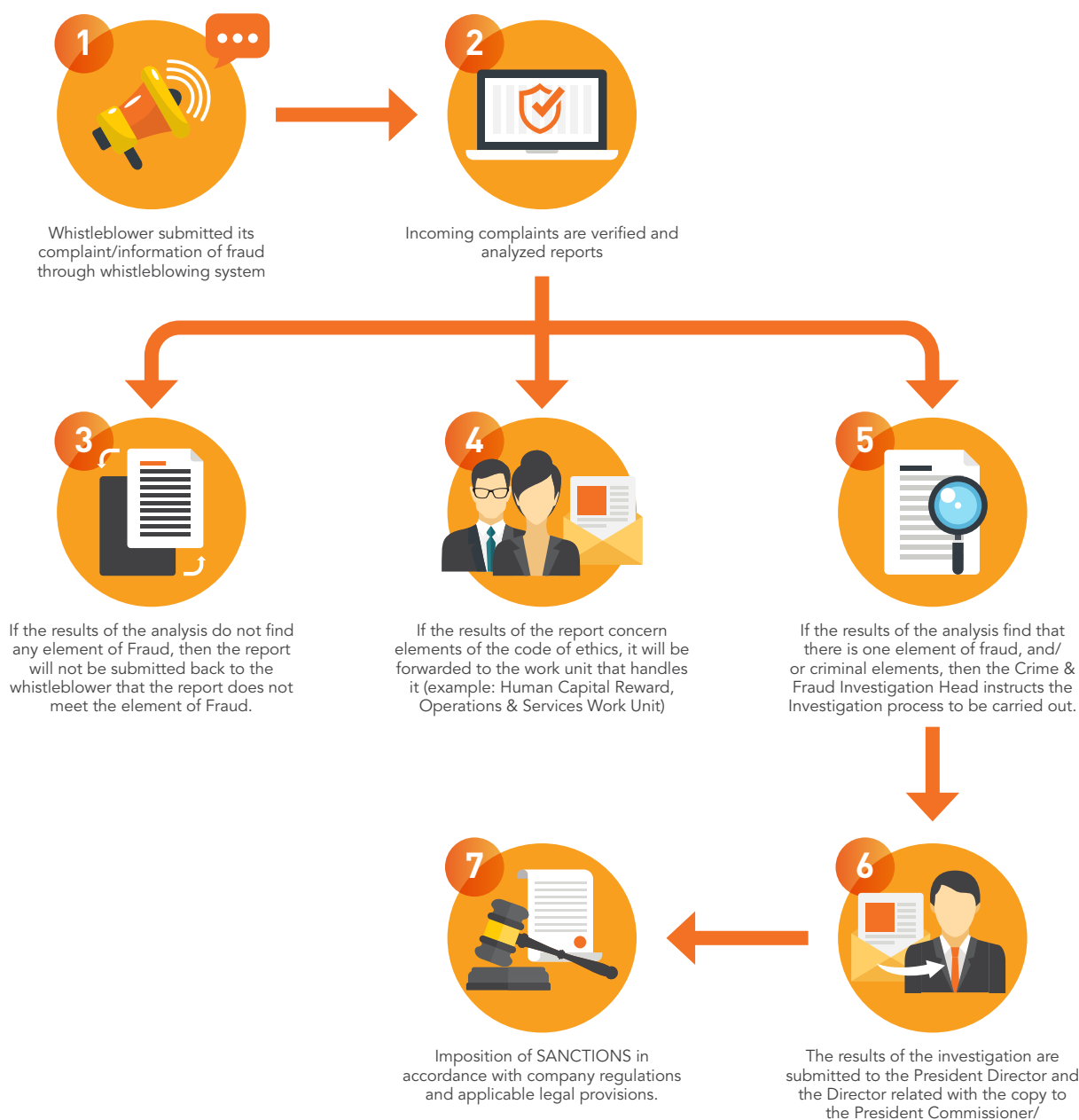
Incidents. The Crime and Fraud Investigation (CFIN) department is responsible for the implementation of the whistleblower system.

Whistleblower Protection

XXX

The Complaint Handling Process

The complaint handling process is outlined in the following diagram:



No.	Process
1.	The reporter (whistleblower) reports the suspected violations/fraud through the available means.
2.	Incoming complaints are reviewed and the report is analyzed.
3.	If the results of the analysis do not find elements of fraud, the report will not be submitted back to the whistleblower that the report does not meet the elements of fraud.
4.	If the results of the report include elements of the Code of Ethics, the report will be forwarded to the appropriate work unit. (example: Human Capital Rewards, Operations & Services).
5.	If the results of the analysis indicate that there is an element of fraud and/or a criminal element, the Crime & Fraud Investigation Leader will initiate an investigation.
6.	The results of the investigation will be reported to the President Director and appropriate Directors with a copy to the President Commissioner/ Board of Commissioners.
7.	Impose SANCTIONS in accordance with Company policies and applicable laws.

Complaint Handling Party

XXX

2023 Complaint Handling

XXX

Code of Conduct

The Code of Ethics applicable to Bank Mega is included in the Integrity Commitment. The main points of the Integrity Commitment include, among others:

1. Integrity Commitment Charter
2. Management and Employee Commitment
3. Benefits of the Integrity Commitment
4. GCG Principles
5. Work ethics and culture
6. Code of Ethics
7. Commitments of the Board of Commissioners, Directors and Employees
8. Prohibitions for the Board of Commissioners, Directors and Employees, Conflicts of Interest
9. Anti-Fraud Declaration
10. Sanctions

Socialization of the Code of Ethics

The Code of Ethics will be disseminated through the “E-Commitment Integrity” system with the implementation process outlined in the Directors’ Circular No. SE 148/Dirbm-PMOC/2020 dated August 24, 2020.

Declaration of the Commitment Code of Ethics

The Integrity Commitment applies to all employees of Bank Mega, regardless of their position and role in Bank Mega. All members of the Board of Commissioners and Directors of Bank Mega have signed a charter of the Statement of Integrity Commitment to comply with each point contained in the Code of Conduct.

Ethics in relation to stakeholders

All Bank Mega employees must act objective, professional, independent and ethical and moral values, fair, transparent, consistent and honesty, consistent, and maintain honesty andfor the benefit of the company and its stakeholders.

Violations and Sanctions

Violations of the Integrity Commitment will be dealt with explicitly based on the company’s rules and policies of directors and applicable laws and regulations.

Corporate Culture

Bank Mega’s corporate culture is formed from its core values, which are the basis for the implementation of the Bank’s management activities and all levels of its work units. In its application, the corporate culture is also expected to be a guide for all employees of the Bank in the performance of their duties and responsibilities in their efforts to achieve the goals set by the Bank.

Main Code of Ethics

The main points of the Bank’s core values that are expected to be the culture are

1. Dynamic
2. Entrepreneurial
3. Confidence
4. Business Ethics
5. Commitment
6. Synergy

Legal Case

As of December 31, 2023, the legal cases in which Bank Mega is involved are as follows:

Main Case	Status of Completion	Impact on the Bank
xxx	xxx	xxx
xxx	xxx	xxx
xxx	xxx	xxx
xxx	xxx	xxx
xxx	xxx	xxx

Administrative Sanction

Bank Mega received administrative sanctions in the form of fines from the Financial Services Authority and Bank Indonesia 11 times with a nominal fine reaching IDR156,550,000,- million as of December 31, 2023. The

imposition of administrative sanctions is more lower compared to the previous year with a frequency of 18 (eighteen) times and a nominal fine of Rp453.80 million.

Adequacy of Transparency Financial and Non-Financial

In accordance with the applicable OJK regulations, the Bank has made financial and non-financial terms and conditions transparent to stakeholders and reported them to the Financial Services Authority.

The Bank provides transparent information about the Bank's products in accordance with the provisions on the transparency of the Bank's product information and the use of personal data of customers. Product transparency is provided in the form of brochures, leaflets and other promotional materials. It is also provided on Bank Mega's website. Similarly, with regard to customer complaints, the Bank has made the procedures for customer complaints and dispute resolution transparent, and has a customer

complaint system that can be used by customers via the Bank Mega website, call center, or through the Bank's employees.

In order to ensure transparency in the implementation of governance, Bank Mega has prepared a report on the implementation of governance, which is reported in accordance with the applicable regulations. The report includes the results of the Bank's assessment of governance implementation according to indicators set by the Financial Services Authority. The report has been submitted to the Financial Services Authority and published on Bank Mega's website. The report is part of the Bank's Annual Report.

Self-Assessment of the Implementation of Commercial Bank Governance

As a form of commitment to the implementation of commercial bank governance, Bank Mega has conducted a self-assessment on the implementation of bank governance (GCG) for the first and second semester of 2023. The self-assessment results are an integral part of the Governance Implementation Report. The self-assessment

of the implementation of the GCG is guided by the OJK Regulation No. 55/POJK.03/2016 and the OJK Circular Letter No. 13/SEOJK.03/2017 on the implementation of governance for commercial banks. Bank Mega's 2023 GCG self-assessment results are as follows:

Assessment Period	Self Assessment Results		Rating Definition
Semester I - 2023	Individual	2	Reflects that the management of the bank has generally implemented good governance practices. This is reflected in an adequate level of compliance with the Governance Principles. In the event that there are weaknesses in the application of the Governance Principles, these weaknesses are generally of a minor nature and can be remedied by the Bank's management through the normal course of action.
Semester II - 2023	Individual	2	



Implementation of Public Company Governance Guidelines

Bank Mega undertakes to comply with the requirements for the implementation of the GCG in the Company in accordance with POJK No. 21/POJK.04/2015 and SEOJK No. 32/SEOJK.04/2015 in the year 2023

No.	Recommendation	Response	Implementation
To Improve the Value of GMS Execution			
1.	Public Company has methods or procedures of voting both open and closed voting, in order to emphasize independency and interests of shareholders.	Implemented	The Bank has a technical procedure of voting as stated in GMS regulations.
2.	The Board of Directors and Board of Commissioners of the Public Company are present in the AGMS.	Implemented	Some of the Bank's management members are present in the Annual GMS
3.	A summary of the GMS minutes is available on the Public Company website for at least 1 (one) year.	Implemented	The Bank has disclosed the minutes of meeting of GMS in the Company's official website.
To Enhance the Quality of Communication Between the Public Company and Shareholders or Investors			
4.	Public Company has a communication policy with shareholders or investor	Implemented	The Company has several communication channels to the shareholders through Public Expose, Press Conference and email in the Company's official website.
5.	Public Company discloses communication policy of Public Company with shareholder or investor in Company's website.	Implemented	The Bank provides access of information disclosure through the Company's official website.
To Strengthen the Membership and Composition of the Board of Commissioners			
6.	The stipulation of number of the Board of Commissioners will determine the condition of the Public Company.	Implemented	The Bank has complied the prevailing laws and regulations related to the Company based on the OJK Regulation No. 33/POJK.04/2014. The members of the Bank's Board of Commissioners are 5 (five) individuals.
7.	The stipulation of number of the Board of Directors will consider the condition of the Public Company.	Implemented	The Bank has complied the prevailing laws and regulations related to the Company based on OJK Regulation No. 33/POJK.04/2014. The members of the Bank's Board of Directors are 8 (eight) individuals.
8.	The composition stipulation of the Board of Commissioners pays attention to the diversity of required skills, knowledge and experiences.	Implemented	The Bank has complied the prevailing laws and regulations related to the Company based on OJK Regulation No. 33/POJK.04/2014.
9.	The composition stipulation of the Board of Directors pays attention to the diversity of required skills, knowledge and experiences.	Implemented	The Bank has complied the prevailing laws and regulations related to the Company based on OJK Regulation No. 33/POJK.04/2014.
10.	The Director who oversees accounting or finance has the skills and/or knowledge in accounting.	Implemented	The Company has complied the prevailing laws and regulations related to the Company based on OJK Regulation No. 33/POJK.04/2014. The Bank's Board of Directors has experience in finance and banking.
To Improve the Quality of Performing Duties and Responsibilities of Board of Commissioners and Board of Directors			
11.	The Board of Commissioners has a self-assessment policy to evaluate the performance of the Board of Commissioners.	Implemented	The Bank has an Assessment Policy for the Board of Commissioners and Directors as set out in the Board Manual.
12.	The Board of Directors has a self-assessment policy to evaluate the performance of	Implemented	The Bank has an Assessment Policy for the Board of Commissioners and Directors as set out in the Board Manual.
13.	The self-assessment policy that evaluates the performance of the Board of Commissioners is disclosed in this year's Annual Report of the Public Company.	Implemented	The Bank has owned a self-assessment policy, therefore the Company is able to disclose any self-assessment policy in the Annual Report.



No.	Recommendation	Response	Implementation
14.	The self-assessment policy that evaluates the performance of the Board of Directors is disclosed in this year's Annual Report of the Public Company.	Diterapkan	The Bank has owned a self-assessment policy, therefore the Company is able to disclose any self-assessment policy in the Annual Report.
15.	The Board of Commissioners has a resignation policy if a Commissioner is committed to a financial crime.	Implemented	Every member of the appointed Board of Commissioners shall fulfill each requirement in the Article of Association and sign a statement letter, and if any violation is done, the GMS has the rights to dismiss the member of the Board of Commissioners anytime.
16.	The Board of Directors has a resignation policy if a Commissioner is committed to a financial crime.	Implemented	Every member of the appointed Board of Directors shall fulfill each requirement in the Article of Association and sign a statement letter, and if any violation is done, the GMS has the rights to dismiss the member of the Board of Directors anytime.
17.	The Board of Commissioners or Committee that executes the nomination and remuneration function arranges the succession policy in the process of nominating a Director.	Implemented	The Company has a succession policy in nomination process of members of the Board of Directors.
Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan			
18.	The Public Company has a policy to prevent insider trading.	Implemented	The Bank has a policy to prevent insider trading as set out in the Integrity Commitment Guide.
19.	The Public Company has an anti-corruption policy and anti-fraud policy.	Implemented	The Company has a policy to prevent corruption set out in the Integrity Commitment Guide.
20.	The Public Company has a policy on selecting and increasing the ability of suppliers.	Implemented	The Company has established policies for qualifying, reviewing and evaluating suppliers.
21.	The Public Company has a policy on complying creditors' rights.	Implemented	Fulfillment of the creditor's rights is regulated in detail in the loan agreement concluded between the Bank and the creditor.
22.	The Public Company has a policy on the whistleblowing system.	Implemented	Bank has a whistleblowing system policy as disclosed in this Annual Report.
23.	Public Companies have a policy of providing long-term incentives to Directors and employees.	Not implemented	-
To Improve the Implementation of Information Disclosure			
24.	The Public Company utilizes information technology more openly as the media of information disclosure.	Implemented	The Bank uses social media, the Company's official website and IDX website as a fulfillment of information disclosure aspect.
25.	The Public Company's Annual Report discloses the final beneficial owner of shares in the ownership of the Public Company at least 5% (five percent), in addition to the disclosure of the final beneficial ownership of the public company through the majority and controlling shareholders.	Implemented	The Bank discloses the final beneficial owner of the Company's share ownership as disclosed in this Annual Report.



Implementation of Integrated Governance

Bank Mega, as the main entity, has conducted monitoring of the implementation of governance in LJK (financial services institutions) related to the financial conglomerate Mega Corpora. In order to improve the implementation of integrated governance in 2023, the following efforts will be made:

1. Hold coordination meetings with members of the Integrated Governance Support Group in the PT Mega Corpora Financial Conglomeration 2 (two) times during 2023.
2. Conduct meetings of the Integrated Governance Committee, there will be 2 (two) meetings during 2023.
3. Monitor the fulfillment of the results/recommendations of the Integrated Governance Committee meetings.
4. Carry out knowledge sharing 2 (two) times during 2023:
 - Review the confidentiality and security of consumer data.
 - Protection of personal data.
5. Implement integrated governance oversight by the Main Entity Board of Commissioners, supported by the Integrated Governance Committee. During 2022, the Board of Commissioners of the Main Entity has held 9 (eight) meetings, of which 2 (two) were devoted to the implementation of Integrated Governance.

Integrated Governance Implementation Report

Bank Mega, as the main entity, has submitted a report on the implementation of integrated governance in the year 2023 to the OJK through the SIPENA application as follows:

1. 2022 Integrated Governance Implementation Report (Letter No. 030/DIR-CHC/23 dated May 26, 2023 regarding the 2022 Integrated Governance Report of PT. Mega Corpora Financial Conglomerate).
2. Integrated Governance Self-Assessment Report Semester II 2022 (Letter No.008/DIR-CHC/23 dated February 9, 2023 regarding the Integrated Governance Self-Assessment Report of the Financial Conglomerate PT. Mega Corpora Semester II - 2022).
3. Integrated Governance Self Assessment Report Semester I of 2023 (Letter No.048/DIR-CHC/23 dated August 4, 2023 regarding the Integrated Governance Self Assessment Report of the financial conglomerate PT. Mega Corpora Semester I - 2023).

Access to Information and Data

All stakeholders have easy access to all material information and data of Bank Mega, including corporate actions, annual reports, financial reports and releases to journalists and investors, which can be accessed through the company's

website at <https://www.bankmega.com>. Furthermore, the Bank provides disclosure information that can be accessed via:

Corporate Secretary	:	corsec@bankmega.com
Address	:	Menara Bank Mega Jl. Kapten Tendean No. 12-14A, Jakarta 12790
Mega Call	:	08041500010/(+62) 29601600 (dari luar negeri)
Telephone	:	(+6221) 7917 5000
Facsimile	:	(+6221) 7918 7100
Call Center	:	08041500010 (+62) 29601600 (dari luar negeri)
Email	:	corsec@bankmega.com

Electronic Media		
Company Website	:	www.bankmega.com
Capital Market Website	:	www.idx.co.id
Custodian Website	:	www.ksei.co.id
OJK Website	:	www.ojk.go.id

Social Media		
Instagram	:	@bankmegaid
Facebook	:	BankMegaID
X	:	@BankMegaID
Youtube	:	Bank Mega Indonesia
TikTok	:	@bankmega

06

Sustainability Report





Sustainability Report



Pursuant to OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies and OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report, the Company also published a Sustainability Report. The report is published in a separate book with the Annual Report, but is inseparable with the Annual Report itself. The Company's Sustainability Report elaborates the

comprehensive information of the Company's Corporate Social Responsibility (CSR) programs.

Therefore, this Annual Report no longer discloses any information about CSR. The Company's Annual Report and Sustainability Report is available in 2 (two) languages and can be downloaded in digital version at <https://bankmega.com/id/tentang-kami/hubungan-investor-new/>.



07

Financial Statement



PT BANK MEGA TBK

Laporan Keuangan
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022

PT BANK MEGA TBK

*Financial Statements
For the Years Ended
December 31, 2023 and 2022*

PT BANK MEGA TBK

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**SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN TANGGAL
31 DESEMBER 2023 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PT. BANK MEGA Tbk.**

**BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023 AND FOR
THE YEAR THEN ENDED
PT. BANK MEGA Tbk.**

Kami yang bertanda tangan di bawah ini :

We, The undersigned :

1. Nama : Kostaman Thayib
Alamat Kantor : Menara Bank Mega
Jl. Kapten Tendean
kav.12-14A Jakarta 12790
Alamat Rumah : Jl. Tomang Rawa Kupa IX/71
Jakarta Barat
Nomor Telepon : 79175000
Jabatan : Direktur Utama
2. Nama : Indivara Erni
Alamat Kantor : Menara Bank Mega
Jl. Kapten Tendean kav.12-14A
Jakarta 12790
Alamat Rumah : Jl. Kemang Anyelir I Blok AA/55
Bekasi
Nomor Telepon : 79175000
Jabatan : Wakil Direktur Utama

1. Name : Kostaman Thayib
Office Address : Menara Bank Mega
Jl. Kapt. Tendean
kav.12-14A Jakarta 12790
Residential Address : Jl. Tomang Rawa Kupa IX/71
West Jakarta
Telephone : 79175000
Title : President Director
2. Name : Indivara Erni
Office Address : Menara Bank Mega
Jl. Kapt. Tendean kav.12-14A
Jakarta 12790
Residential Address : Jl. Kemang Anyelir I Blok AA/55
Bekasi
Telephone : 79175000
Title : Vice President Director

Menyatakan bahwa :

Declare that :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT. Bank Mega Tbk.;
2. Laporan keuangan PT. Bank Mega Tbk. telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT. Bank Mega Tbk. telah dimuat secara lengkap dan benar;
b. Laporan keuangan PT. Bank Mega Tbk. tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT. Bank Mega Tbk.

1. We are responsible for the preparation and presentation of the financial statement of PT. Bank Mega Tbk.;
2. The financial statements of PT. Bank Mega Tbk. have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been disclosed in a complete and truthful manner in PT. Bank Mega Tbk. financial statements;
b. The financial of PT. Bank Mega Tbk. do not contain any incorrect information or material facts, nor do they omit material information or material facts;
4. We are responsible for PT. Bank Mega Tbk. Internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

Thus this statement is made truthfully.

Jakarta, 26 Januari 2024 / January 26, 2024
Atas nama dan mewakili Direksi / For and on behalf of the Board of Directors



Kostaman Thayib
Direktur Utama/
President Director

Indivara Erni
Wakil Direktur Utama/
Vice President Director

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

Nomor/Number : 00010/2.1030/AU.1/07/1298-1/1/II/2024

RSM Indonesia
Plaza ASIA, Level 10
Jl. Jend. Sudirman Kav. 59
Jakarta 12190 Indonesia

T +62 21 5140 1340
F +62 21 5140 1350

www.rsm.id

Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Shareholders, Board of Commissioners and Directors

PT Bank Mega Tbk

Opini

Kami telah mengaudit laporan keuangan PT Bank Mega Tbk ("Bank") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2023, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank Mega Tbk tanggal 31 Desember 2023, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Bank berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion

We have audited the financial statements of PT Bank Mega Tbk ("the Bank"), which comprise the statement of financial position as of December 31, 2023, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Bank Mega Tbk as of December 31, 2023, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide basis for our opinion.

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ASSURANCE | TAX | CONSULTING

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan periode ini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Hal audit utama yang teridentifikasi dalam audit kami diuraikan sebagai berikut:

Kerugian Kredit Ekspektasian ("KKE") - Cadangan Kerugian Penurunan Nilai atas Kredit yang Diberikan
Seperti yang dijelaskan dalam Catatan 11 (Kredit yang diberikan) atas laporan keuangan pada tanggal 31 Desember 2023, total kredit yang diberikan sebesar Rp66.292.896 juta dengan cadangan kerugian penurunan nilai sebesar Rp604.816 juta.

Cadangan kerugian penurunan nilai atas kredit yang diberikan ditentukan Bank berdasarkan kerangka kerugian kredit ekspektasian ("KKE") sesuai dengan PSAK 71: Instrumen Keuangan, seperti yang dijelaskan dalam Catatan 2.m (i) (Penurunan nilai aset keuangan) atas laporan keuangan.

Kami fokus pada area ini karena signifikansi nilai tercatat atas kredit yang diberikan, yang mewakili 50,2% dari jumlah aset Bank pada tanggal 31 Desember 2023 dan besarnya nilai cadangan kerugian penurunan nilai yang dibentuk atas kredit tersebut nilainya signifikan terhadap laporan keuangan Bank. Lebih lanjut, penentuan KKE membutuhkan pertimbangan manajemen yang subjektif dan melibatkan penggunaan estimasi dengan tingkat ketidakpastian yang tinggi.

Bank menghitung KKE untuk kredit yang diberikan yang tidak memburuk dan kredit yang diberikan yang memburuk. Untuk kredit yang diberikan yang tidak memburuk dan kredit yang diberikan yang memburuk, yang secara individual tidak dianggap signifikan, Bank menghitung KKE secara kolektif menggunakan model KKE dengan beberapa asumsi utama, antara lain *probability of default*, *loss given default*, dan *exposure at default*, setelah memperhitungkan faktor masa depan dan informasi eksternal lainnya.

Untuk kredit yang memburuk, yang secara individual dianggap signifikan, Bank menghitung KKE secara individual dengan menggunakan estimasi arus kas ekspektasian dari kredit yang diberikan, yang membutuhkan pertimbangan signifikan dalam mengestimasi probabilitas rata-rata tertimbang kerugian kredit, serta estimasi waktu dan jumlah pembayaran dari kredit yang diberikan.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matter identified in our audit is outlined as follows:

Expected Credit Losses ("ECL") - Allowance for Impairment Losses of Loans

As described in Notes 11 (Loans) to the financial statements as of December 31, 2023, the total loans amounted to Rp66,292,896 million with allowance for impairment losses of loans amounted to Rp604,816 million.

The allowance for impairment losses of loans is determined by the Bank based on the Expected Credit Losses ("ECL") framework under PSAK 71: Financial Instrument, as described in Notes 2.m (i) (Impairment of financial assets) to the financial statements.

We focused on this area as the total loans represents 50.2% of the total assets of the Bank as of December 31, 2023, and the allowance for impairment losses provided against the loans were significant to the Bank's financial statements. Furthermore, determining ECL involves subjective management judgement and is subject to a high degree of estimation uncertainty.

The Bank calculated ECL for both non-impaired loans and impaired loans. For non-impaired loans and impaired loans which are not considered individually significant, the Bank assesses collective ECL using the ECL modelling approach that incorporates key assumptions, including probability of default, loss given default, and exposure at default, after considering forward-looking factors and other external information.

For impaired loans, which are considered individually significant, the Bank assesses individual ECL by estimating the expected cash flows obtained from the loans, which requires significant judgement in estimating the weighted average probability of credit losses, and the timing and amount of the repayments against the loans.

Bagaimana audit kami merespons hal audit utama

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

1. Kami memperoleh pemahaman atas pendekatan Bank dalam mengidentifikasi kredit yang diberikan yang mengalami peningkatan risiko kredit secara signifikan atau bukti objektif penurunan nilai, dan melakukan pengujian, berdasarkan uji petik, kesesuaian dari klasifikasi kualitas kredit yang diberikan dengan menelaah dokumen kredit dari debitur-debitur yang menjadi sampel, serta membuat penilaian independen kami apakah ada peningkatan risiko kredit secara signifikan atau terdapat bukti objektif penurunan nilai.
2. Kami menilai kecukupan cadangan kerugian penurunan nilai yang dihitung secara individual dengan menguji, berdasarkan uji petik, kecukupan cadangan kerugian penurunan nilai yang dihitung oleh manajemen, dengan mengevaluasi kesesuaian estimasi probabilitas rata-rata tertimbang kerugian kredit yang diberikan, serta estimasi waktu dan jumlah pembayaran dari kredit yang diberikan, yang diterapkan oleh Bank dalam mengestimasi arus kas ekspektasian dari kredit yang diberikan.
3. Kami menilai metodologi dan menguji asumsi permodelan signifikan yang digunakan dalam model KKE kolektif, dengan bantuan pakar permodelan kredit kami. Kami menguji *probability of default*, *loss given default* dan *exposure at default*, yang mencakup (i) evaluasi prakiraan makroekonomi Indonesia dengan membandingkan prakiraan dengan informasi yang tersedia untuk umum tentang prospek makroekonomi Indonesia; dan (ii) menguji kelengkapan dan keakuratan data yang digunakan dalam model dengan data aktual yang tersedia di Bank.
4. Kami melakukan perhitungan ulang dan menguji, berdasarkan uji petik, akurasi perhitungan KKE yang dinilai secara kolektif dan individual.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas,

How our audit addresses the key audit matter

We have performed the following audit procedures to address this key audit matter:

1. We understood the Bank's approach over the identification of financial assets that have experienced a significant increase in credit risk or objective evidence of impairment, and tested, on a sample basis, the appropriateness of the credit quality classification by reviewing the credit files of those sampled debtors, and formed our own independent judgement as to whether there was a significant increase in credit risk or any objective evidence of impairment.
2. We assessed the adequacy of individual allowance for impairment losses by testing, on a sample basis, the adequacy of the allowance for impairment losses calculated by management, by evaluating the appropriateness of weighted average probability of credit losses, and the timing and amount of the repayments against the loans, which were applied by the Bank in estimating the expected cash flow obtained from the loans.
3. We assessed the methodologies applied and tested the significant modelling assumptions used in collective ECL models, with assistance from our credit modelling expert. We tested probability of default, loss given default and exposure at default, which included (i) evaluating the forecasts of Indonesia macroeconomics by comparing forecasts with publicly available information on the Indonesia macroeconomic outlook; and (ii) testing the completeness and accuracy of data used in the model with the actual data available within the Bank.
4. We recalculated and tested, on a sample basis, the accuracy of the collective and individual ECL calculation.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes

jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Hal lain

Laporan keuangan PT Bank Mega Tbk pada tanggal dan untuk tahun yang berakhir pada tanggal 31 Desember 2022 diaudit oleh auditor independen lain yang dalam laporannya tertanggal 27 Januari 2023 menyatakan opini tanpa modifikasi atas laporan keuangan tersebut.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Bank dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Bank atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Bank.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi,

available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Other matters

The financial statements of PT Bank Mega Tbk as of and for the year ended December 31, 2022 were audited by other independent auditor whose report dated January 27, 2023 expressed an unmodified opinion on those financial statements.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on

tetapi bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Bank.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi atas kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Bank untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usaha.

Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.*

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- *Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal tersebut yang paling signifikan dalam audit atas laporan keuangan periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine such matter that was of most significance in the audit of the financial statements of the current period and is therefore the key audit matter. We describe the matter in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Bimo Iman Santoso

Nomor Izin Akuntan Publik: AP.1298/
Public Accountant License Number: AP.1298

Jakarta, 26 Januari 2024/January 26, 2024



PT BANK MEGA TBK
LAPORAN POSISI KEUANGAN
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK MEGA TBK
STATEMENTS OF FINANCIAL POSITION
December 31, 2023 and 2022
(Expressed in millions Rupiah,
unless otherwise stated)

	Catatan/ Notes	2023	2022	
ASET				ASSETS
Kas	4	855,222	901,616	Cash
Giro pada Bank Indonesia	5	6,822,433	8,691,986	Current accounts with Bank Indonesia
Giro pada bank lain	6			Current accounts with other banks
Pihak berelasi	39	104	101	Related parties
Pihak ketiga		645,772	758,672	Third parties
		645,876	758,773	
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		(1,203)	(1,153)	Allowance for impairment losses
Giro pada bank lain - neto		644,673	757,620	Current account with other banks - net
Penempatan pada Bank Indonesia dan bank lain	7			Placements with Bank Indonesia and other banks
Pihak ketiga		3,356,000	9,164,176	Third parties
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		(3,373)	--	Allowance for impairment losses
Penempatan pada Bank Indonesia dan bank lain - neto		3,352,627	9,164,176	Placements with Bank Indonesia and other banks - net
Efek-efek	8			Securities
Pihak berelasi	39	198,288	192,200	Related parties
Pihak ketiga		37,426,300	38,985,741	Third parties
		37,624,588	39,177,941	
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		--	(915)	Allowance for impairment losses
Efek-efek - neto		37,624,588	39,177,026	Securities - net
Efek-efek yang dibeli dengan janji dijual kembali	9			Securities purchased under agreement to resell
Pihak ketiga		7,215,441	3,254,705	Third parties
Tagihan derivatif	10			Derivative receivables
Pihak ketiga		20,974	10,119	Third parties
Kredit yang diberikan	11			Loans
Pihak berelasi	39	1,318,592	880,897	Related parties
Pihak ketiga		64,986,127	69,430,406	Third parties
		66,304,719	70,311,303	
Pendapatan bunga yang ditangguhkan		(11,823)	(21,946)	Unearned interest income
		66,292,896	70,289,357	
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		(604,816)	(572,030)	Allowance for impairment losses
Kredit yang diberikan - neto		65,688,080	69,717,327	Loans - net
Tagihan akseptasi	12.a			Acceptance receivable
Pihak ketiga		--	53,031	Third parties
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		--	(66)	Allowance for impairment losses
Tagihan akseptasi - neto		--	52,965	Acceptance receivable - net
Aset tetap dan aset hak-guna	13	8,121,885	7,999,048	Fixed assets and right-of-use assets
Dikurangi:				Less:
Akumulasi penyusutan		(1,924,127)	(1,632,305)	Accumulated depreciation
Aset tetap dan aset hak-guna - neto		6,197,758	6,366,743	Fixed assets and right-of-use assets - net
Aset lain-lain	14			Other assets
Pihak berelasi	39	15,751	13,848	Related parties
Pihak ketiga		3,612,044	3,642,318	Third parties
		3,627,795	3,656,166	
TOTAL ASET		132,049,591	141,750,449	TOTAL ASSETS

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements taken as a whole

PT BANK MEGA TBK
LAPORAN POSISI KEUANGAN (Lanjutan)
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK MEGA TBK
STATEMENTS OF FINANCIAL POSITION (Continued)
December 31, 2023 and 2022
(Expressed in millions Rupiah,
unless otherwise stated)

	Catatan/ Notes	2023	2022	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
Liabilitas segera	15	296,179	245,593	Obligations due immediately
Simpanan dari nasabah				Deposits from customers
Giro	16			Current accounts
Pihak berelasi	39	482,783	470,942	Related parties
Pihak ketiga		9,642,942	12,347,900	Third parties
		10,125,725	12,818,842	
Tabungan	17			Saving deposits
Pihak berelasi	39	113,643	145,624	Related parties
Pihak ketiga		15,548,598	14,585,937	Third parties
		15,662,241	14,731,561	
Deposito berjangka	18			Time deposits
Pihak berelasi	39	1,717,317	1,827,590	Related parties
Pihak ketiga		61,930,467	73,571,674	Third parties
		63,647,784	75,399,264	
Simpanan dari bank lain	19			Deposits from other banks
Pihak berelasi	39	1,202,082	568,738	Related parties
Pihak ketiga		2,670,514	977,958	Third parties
		3,872,596	1,546,696	
Efek-efek yang dijual dengan janji dibeli kembali	20	12,573,231	13,263,387	Securities sold under repurchased agreements
Liabilitas derivatif	10	18,931	66,818	Derivatives payable
Utang pajak penghasilan	21.a	59,596	143,076	Income tax payable
Pinjaman yang diterima	22	2,909,228	1,856,213	Fund borrowings
Utang akseptasi	12.b	--	53,031	Acceptance payable
Liabilitas pajak tangguhan - neto	21.f	156,812	48,996	Deferred tax liabilities - net
Liabilitas imbalan pasca-kerja	36	277,530	241,747	Post-employment benefits liability
Obligasi subordinasi	23			Subordinated bonds
Pihak berelasi	39	48,000	38,000	Related parties
Pihak ketiga		2,000	12,000	Third parties
		50,000	50,000	
Beban yang masih harus dibayar dan liabilitas lain-lain	24			Accrued expenses and other liabilities
Pihak berelasi	39	4,703	5,547	Related parties
Pihak ketiga		639,592	645,998	Third parties
		644,295	651,545	
TOTAL LIABILITAS		110,294,148	121,116,769	TOTAL LIABILITIES
EKUITAS				EQUITY
Modal saham - nilai nominal				Share capital - par value Rp500
Rp500 (nilai penuh) per saham				(full amount) per share
Modal dasar				Authorized capital
- 27.000.000.000 saham				- 27,000,000,000 shares
Modal ditempatkan dan disetor penuh 11.740.923.365 saham pada tanggal 31 Desember 2023 dan 2022	25	5,870,462	5,870,462	Issued and fully paid-up capital 11,740,923,365 shares as of December 31, 2023 and 2022
Tambahan modal disetor	26	6,347,491	6,347,491	Additional paid-in capital
Penghasilan komprehensif lain - neto	8, 13, 21, 36	3,314,078	3,141,926	Other comprehensive income - net
Cadangan umum	27	1,716	1,639	General reserve
Saldo laba		6,221,696	5,272,162	Retained earnings
TOTAL EKUITAS		21,755,443	20,633,680	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS		132,049,591	141,750,449	TOTAL LIABILITIES AND EQUITY

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements taken as a whole

PT BANK MEGA TBK
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK MEGA TBK
STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
For the Years Ended
December 31, 2023 and 2022
(Expressed in millions Rupiah,
unless otherwise stated)

	Catatan/ Notes	2023	2022	
PENDAPATAN DAN				OPERATING INCOME AND
BEBAN OPERASIONAL				EXPENSE
Pendapatan bunga	28, 39	10,217,532	9,069,057	Interest income
Beban bunga	29, 39	(4,685,387)	(3,199,931)	Interest expense
PENDAPATAN BUNGA - NETO		5,532,145	5,869,126	NET INTEREST INCOME
Pendapatan operasional lainnya				Other operating income
Provisi dan komisi	30	1,671,911	1,925,229	Fees and commissions
Keuntungan penjualan efek-efek - neto		535,366	430,738	Gain on sale of securities - net
Keuntungan transaksi mata uang asing - neto		55,255	128,506	Gain on foreign exchange transactions - net
Keuntungan perubahan nilai wajar instrumen keuangan - neto		14,794	1,466	Gain from the changes in fair value of financial instruments - net
Lain-lain		10,704	11,339	Others
TOTAL				TOTAL OTHER OPERATING INCOME
PENDAPATAN OPERASIONAL LAINNYA		2,288,030	2,497,278	
Beban operasional lainnya				Other operating expenses
Provisi dan komisi	30	(11,427)	(11,749)	Fees and commissions
Beban cadangan kerugian penurunan nilai aset keuangan dan aset non-keuangan - neto	31	(195,318)	(147,840)	Provision for impairment losses on financial assets and non-financial assets - net
Beban umum dan administrasi	32, 39	(1,817,565)	(1,846,500)	General and administrative expenses
Beban gaji dan tunjangan lainnya	33, 39	(1,463,387)	(1,358,753)	Salary expenses and other allowances
TOTAL BEBAN OPERASIONAL LAINNYA		(3,487,697)	(3,364,842)	TOTAL OTHER OPERATING EXPENSES
PENDAPATAN OPERASIONAL - NETO		4,332,478	5,001,562	OPERATING INCOME - NET
Pendapatan non-operasional - neto	34	10,251	26,508	Non-operating income - Net
LABA SEBELUM BEBAN PAJAK		4,342,729	5,028,070	INCOME BEFORE TAX EXPENSE
Beban pajak - neto	21.b	(832,059)	(975,392)	Tax expense - net
LABA BERSIH		3,510,670	4,052,678	NET INCOME
Penghasilan komprehensif lain:				Other comprehensive income:
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Pengukuran kembali liabilitas imbalan pasca-kerja - neto	36	(48,533)	(39,105)	Remeasurement of post-employment benefits liability - net
Surplus revaluasi aset	14	--	589,592	Asset revaluation surplus
Pos yang akan direklasifikasi ke laba rugi:				Item that will be reclassified to profit or loss:
Perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	8	496,444	(313,949)	Changes in fair value of securities measured at fair value through other comprehensive income - net
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		3,958,581	4,289,216	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA PER SAHAM DASAR (nilai penuh)	37	299	345	BASIC EARNINGS PER SHARE (full amount)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements taken as a whole

PT BANK MEGA TBK
STATEMENTS OF CHANGES IN EQUITY

*For the Years Ended
December 31, 2023 and 2022
(Expressed in millions Rupiah, unless otherwise stated)*

Balance as of December 31, 2021 Income for the year 2022 Transfer of revaluation surplus of fixed assets to retained earnings Revaluation surplus of fixed assets - net Remeasurement of post-employment benefit liability - net Unrealized loss on changes in fair value of securities through other comprehensive income - net Cash dividend Stock dividend Bonus shares Allocation for general reserve Balance as of December 31, 2022 Income for the year 2023 Transfer of revaluation surplus of fixed assets to retained earnings Remeasurement of post-employment benefit liability - net Unrealized loss on changes in fair value of securities through other comprehensive income - net Cash dividend Allocation for general reserve Balance as of December 31, 2023	Balance as of December 31, 2021 Income for the year 2022 Transfer of revaluation surplus of fixed assets to retained earnings Revaluation surplus of fixed assets - net Remeasurement of post-employment benefit liability - net Unrealized loss on changes in fair value of securities through other comprehensive income - net Cash dividend Stock dividend Bonus shares Allocation for general reserve Balance as of December 31, 2022 Income for the year 2023 Transfer of revaluation surplus of fixed assets to retained earnings Remeasurement of post-employment benefit liability - net Unrealized loss on changes in fair value of securities through other comprehensive income - net Cash dividend Allocation for general reserve Balance as of December 31, 2023

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 tements taken as a whole

PT BANK MEGA TBK
LAPORAN ARUS KAS

Untuk Tahun-tahun yang Berakhir
 Pada Tanggal 31 Desember 2023 dan 2022
 (Disajikan dalam jutaan Rupiah,
 kecuali dinyatakan lain)

PT BANK MEGA TBK
STATEMENTS OF CASH FLOWS

For the Years Ended
 December 31, 2023 and 2022
 (Expressed in millions Rupiah,
 unless otherwise stated)

	Catatan/ Notes	2023	2022 *)	
ARUS KAS DARI				CASH FLOWS FROM
AKTIVITAS OPERASI				OPERATING ACTIVITIES
Penerimaan bunga		10,340,100	8,713,756	Interest received
Penerimaan pendapatan provisi dan komisi - neto		1,660,484	1,913,480	Fees and commissions income received - net
Penerimaan dari kredit yang telah dihapus buku		311,263	329,861	Recovery from written off loans
Penerimaan dari penjualan agunan yang diambil alih		55,351	116,695	Proceeds from sale of foreclosed assets
Penerimaan pendapatan operasional lainnya		10,704	11,339	Other operating income received
Pembayaran bunga dan beban pembiayaan lainnya		(4,658,858)	(3,133,722)	Payments of interest and other financing charges
Pembayaran beban operasional lainnya		(2,907,577)	(2,876,879)	Payments of other operating expenses
Pembayaran pajak penghasilan		(912,589)	(925,476)	Payment of income tax
Penerimaan pendapatan non-operasional - neto		20,351	29,521	Non-operating income - net received
Kenaikan/penurunan dalam aset dan liabilitas operasi:				Increase/decrease in operating assets and liabilities:
Aset operasi:				Operating assets:
Efek-efek		(1,664,764)	(112,465)	Securities
Efek-efek yang dibeli dengan janji dijual kembali		(3,960,736)	16,531,615	Securities purchased under agreement to resell
Kredit yang diberikan		3,470,465	(10,238,791)	Loans
Aset lain-lain		(245,357)	126,522	Other assets
Liabilitas operasi:				Operating liabilities:
Liabilitas segera		50,586	76,033	Obligations due immediately
Simpanan dari nasabah:				Deposits from customers:
Giro		(2,693,117)	(3,540,968)	Current accounts
Tabungan		928,590	275,381	Saving deposits
Deposito berjangka		(11,751,480)	7,303,488	Time deposits
Simpanan dari bank lain		2,325,900	(716,987)	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali		(690,156)	3,105,352	Securities sold under repurchased agreement
Beban yang masih harus dibayar dan liabilitas lain-lain		(27,959)	(380,671)	Accrued expenses and other liabilities
Kas neto (digunakan untuk)/ diperoleh dari aktivitas operasi		(10,338,799)	16,607,084	Net cash (used in)/ provided by operating activities
ARUS KAS DARI				CASH FLOWS FROM
AKTIVITAS INVESTASI				INVESTING ACTIVITIES
Penerimaan dari penjualan aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain		18,677,711	22,745,355	Proceeds from sale of financial assets at fair value through other comprehensive income
Penerimaan dari penjualan aset tetap		834	394	Proceeds from sale of fixed assets
Pembayaran atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain		(14,242,327)	(35,870,192)	Payments for financial assets at fair value through other comprehensive income
Perolehan aset tetap dan aset hak-guna		(146,907)	(319,020)	Acquisition of fixed assets and right-of-use assets
Kas neto yang diperoleh dari/ (digunakan untuk) aktivitas investasi		4,289,311	(13,443,463)	Net cash provided by/ (used in) investing activities

*) Direklasifikasikan (Catatan 50)

*) As reclassified (Note 50)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements taken as a whole

PT BANK MEGA TBK
LAPORAN ARUS KAS (Lanjutan)
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK MEGA TBK
STATEMENTS OF CASH FLOWS (Continued)
For the Years Ended
December 31, 2023 and 2022
(Expressed in millions Rupiah,
unless otherwise stated)

	Catatan/ Notes	2023	2022 *)
ARUS KAS DARI			
AKTIVITAS PENDANAAN			
Penerimaan pinjaman yang diterima	22	1,909,228	1,856,213
Pembayaran pinjaman yang diterima	22	(856,213)	(285,050)
Pembayaran liabilitas sewa		(3,729)	(10,568)
Pembayaran dividen tunai	27	(2,836,818)	(2,800,000)
Kas neto yang digunakan untuk aktivitas pendanaan		(1,787,532)	(1,239,405)
(PENURUNAN)/KENAIKAN NETO KAS DAN SETARA KAS			
		(7,837,020)	1,924,216
KAS DAN SETARA KAS AWAL TAHUN		19,516,551	17,592,335
KAS DAN SETARA KAS AKHIR TAHUN		11,679,531	19,516,551
Kas dan setara kas terdiri dari:			
Kas		855,222	901,616
Giro pada Bank Indonesia		6,822,433	8,691,986
Giro pada bank lain		645,876	758,773
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo 3 bulan atau kurang sejak tanggal perolehan		3,356,000	9,164,176
Total kas dan setara kas		11,679,531	19,516,551

CASH FLOWS FROM FINANCING ACTIVITIES	
Proceeds from fund borrowings	
Payments of fund borrowings	
Payment of lease liabilities	
Payments of cash dividends	
Net cash used in financing activities	
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	
Cash and cash equivalents consist of:	
Cash	
Current account with Bank Indonesia	
Current accounts with other banks	
Placements with Bank Indonesia and other banks - maturing within 3 months since acquisition date	
Total cash and cash equivalents	

*) Direklasifikasikan (Catatan 50)

*) As reclassified (Note 50)

Lihat Catatan 47 atas laporan keuangan untuk pengungkapan informasi tambahan arus kas.

See Note 47 to the financial statements for the supplemental disclosures of cash flows information.

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements taken as a whole

1. Umum

1.a. Pendirian Bank dan Informasi Umum

PT Bank Mega Tbk didirikan di negara Republik Indonesia dengan nama PT Bank Karman berdasarkan akta pendirian No. 32 tanggal 15 April 1969 yang kemudian diubah dengan akta tanggal 26 November 1969 No. 47, kedua akta tersebut dibuat di hadapan Mr. Oe Siang Djie, notaris di Surabaya. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A 5/8/1 tanggal 16 Januari 1970 dan telah diumumkan dalam Tambahan No. 55 pada Berita Negara Republik Indonesia No. 13. Anggaran dasar Bank telah mengalami beberapa kali perubahan, perubahan terakhir dilakukan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 17 tanggal 23 Maret 2022 mengenai perubahan modal ditempatkan dan disetor. Perubahan tersebut telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0195605 tanggal 23 Maret 2022. Perubahan ini juga telah didaftarkan dalam Daftar Perseroan dengan No. AHU-0057461.AH.01.11.Tahun 2022 tanggal 23 Maret 2022.

Bank mulai beroperasi secara komersial sejak tahun 1969 di Surabaya. Pada tahun 1992 nama Bank berubah menjadi PT Mega Bank dan pada tanggal 17 Januari 2000 berubah menjadi PT Bank Mega Tbk.

PT Mega Corpora adalah entitas induk dari Bank. Entitas induk terakhir Bank adalah CT Corpora.

Sesuai dengan Pasal 3 anggaran dasar Bank, ruang lingkup kegiatan usaha Bank adalah menjalankan kegiatan umum perbankan. Bank memperoleh izin usaha sebagai bank umum berdasarkan Surat keputusan Menteri Keuangan Republik Indonesia No. D.15.6.5.48 tanggal 14 Agustus 1969. Pada tanggal 2 Agustus 2000, Bank memperoleh izin untuk menyelenggarakan kegiatan usaha sebagai wali amanat dari Badan Pengawas Pasar Modal - Lembaga Keuangan ("BAPEPAM-LK"). Bank juga memperoleh izin untuk menjalankan aktivitas sebagai bank devisa berdasarkan surat keputusan Deputy Gubernur Senior Bank Indonesia No. 3/1/KEP/DGS/2001 tanggal 31 Januari 2001.

1. General

1.a. Establishment of the Bank and General Information

PT Bank Mega Tbk was established in the Republic of Indonesia under the business name of PT Bank Karman based on Notarial Deed No. 32 dated April 15, 1969 which was amended by Notarial Deed No. 47 dated November 26, 1969, both deeds were effected by Mr. Oe Siang Djie, notary in Surabaya. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. J.A 5/8/1 dated January 16, 1970 and was published in Supplement No. 55 to the State Gazette of the Republic of Indonesia No. 13. The articles of association have been amended several times, with the latest amendment effected by Notarial Deed No. 17 of Dharma Akhyuzi, S.H., dated March 23, 2022, regarding changes in issued and paid-up capital. The amendment has been accepted and recorded by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0195605, dated March 23, 2022. This change has also been registered in the Register of Companies with No. AHU-0057461.AH.01.11 Year 2022, dated March 23, 2022.

The Bank started its commercial operations in 1969 in Surabaya. In 1992, the Bank changed its name to PT Mega Bank and on January 17, 2000 was changed to PT Bank Mega Tbk.

PT Mega Corpora is the parent entity of the Bank. The ultimate holding entity of the Bank is CT Corpora.

According to Article 3 of the Bank's articles of association, the Bank is engaged in general banking activities. The Bank was granted with the license to conduct general banking activities based on the decision letter of the Minister of Finance of the Republic of Indonesia No. D.15.6.5.48 dated August 14, 1969. On August 2, 2000, the Bank was granted with the license to conduct custodian activities by the Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK"). The Bank was also granted with the license to conduct foreign exchange activities based on the decision letter of Senior Deputy Governor of Bank Indonesia No. 3/1/KEP/DGS/2001 dated January 31, 2001.

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Kantor Pusat Bank berlokasi di Menara Bank Mega Jl. Kapten Tendean 12-14A, Jakarta. Bank memiliki kantor sebagai berikut (tidak diaudit):

	2023
Kantor Wilayah	8
Kantor Fungsional	3
Kantor Cabang	55
Kantor Cabang Pembantu	312

1.b. Penawaran Umum Saham Bank dan Penambahannya

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 17 Januari 2000 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No 9. Bank telah melakukan penawaran umum saham perdana kepada masyarakat sebanyak 112.500.000 saham dengan nilai nominal Rp500 (nilai penuh) per saham dan harga penawaran Rp1.200 (nilai penuh) per saham. Pada tanggal 15 Maret 2000 sesuai dengan surat ketua BAPEPAM-LK No. S-493/PM/2000, Pernyataan Pendaftaran Bank untuk menerbitkan saham kepada masyarakat di Indonesia menjadi efektif dan pada tanggal 17 April 2000 saham-saham yang ditawarkan tersebut dicatat dan diperdagangkan di Bursa Efek Indonesia.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 29 Maret 2001, yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 21, Bank telah membagikan saham bonus sebesar Rp69.526 dengan menerbitkan sejumlah 139.052.000 saham bonus dengan nilai nominal Rp500 (nilai penuh) per saham yang berasal dari tambahan modal disetor - agio saham dan membagikan dividen saham sebesar Rp63.785 atau sejumlah 56.698.000 saham yang berasal dari saldo laba dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 28 Maret 2001 yaitu sebesar Rp1.125 (nilai penuh) per saham. Dengan demikian, modal saham ditempatkan dan disetor penuh meningkat menjadi Rp379.125 yang terdiri dari 758.250.000 saham.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 22 Mei 2002 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 33, Bank telah melakukan Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu seluruhnya

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The Bank's Head Office is located at Menara Bank Mega, Jl. Kapten Tendean 12-14A, Jakarta. The Bank has the following offices (unaudited):

	2023	2022	
	8	8	Regional Offices
	3	2	Functional Offices
	55	55	Branches
	312	326	Sub-branches

1.b. The Bank's Public Offerings and Increase of Share Capital

Based on the decision of Extraordinary General Meeting of Shareholders held on January 17, 2000, which was notarized under Notarial Deed No. 9 of Imas Fatimah, S.H., the Bank conducted an initial public offering of its 112,500,000 shares with par value of Rp500 (full amount) per share at offering price of Rp1,200 (full amount) per share. On March 15, 2000, in accordance with the letter from the chairman of BAPEPAM-LK No. S-493/PM/2000, the Bank's Registration Statement for the initial public offering became effective and on April 17, 2000, the shares were listed and traded in the Indonesia Stock Exchange.

Based on the decision of Extraordinary General Meeting of Shareholder held on March 29, 2001, which was notarized under Notarial Deed No. 21 of Imas Fatimah, S.H., the Bank declared bonus shares of Rp69,526 by issuing 139,052,000 bonus shares at par value of Rp500 (full amount) per share which came from additional paid-in capital and declared stock dividends of Rp63,785 or 56,698,000 shares which came from retained earnings using the closing price of the Bank's shares published by the Indonesian Stock Exchange on March 28, 2001, at Rp1,125 (full amount) per share. Accordingly, the issued and fully paid-up capital of the Bank increased to Rp379,125 which represent 758,250,000 shares.

Based on the Decision of Extraordinary General Meeting of Shareholders held on May 22, 2002, which was notarized under Notarial Deed No. 33 of Imas Fatimah, S.H., the Bank offered Limited Public Offering I with Pre-emptive Rights of 181,980,000 shares at par value of Rp500 (full amount) per share at

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181.980.000 saham dengan nilai nominal Rp500 (nilai penuh) per saham dan harga penawaran sebesar Rp1.100 (nilai penuh) per saham.

Dengan Penawaran Umum Terbatas ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp470.115 yang terdiri dari 940.230.000 saham. Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu tersebut telah memperoleh pernyataan efektif dari ketua BAPEPAM-LK pada tanggal 20 Mei 2002 melalui surat No.S-1023/PM/2002.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 10 Maret 2005 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 22, Bank telah membagikan saham bonus sebesar Rp141.034 dengan menerbitkan sejumlah 282.068.998 saham bonus dengan nilai nominal Rp500 (nilai penuh) per saham yang berasal dari tambahan modal disetor - agio saham dan membagikan dividen saham sebesar Rp477.260 atau sejumlah 203.089.644 saham yang berasal dari saldo laba dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 9 Maret 2005 yaitu sebesar Rp2.350 (nilai penuh) per saham. Dengan demikian, modal saham ditempatkan dan disetor penuh meningkat menjadi Rp712.694 yang terdiri dari 1.425.388.642 saham.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 24 Maret 2006 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 98, disetujui untuk melakukan Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih dahulu sejumlah 200.054.546 saham dengan nilai nominal Rp500 (nilai penuh) per saham dengan harga penawaran sebesar Rp2.500 (nilai penuh) per saham. Dengan Penerbitan Umum Terbatas II ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp812.722 yang terdiri dari 1.625.443.188 saham.

Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 20 Mei 2009 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 49 pada tanggal yang sama, menyetujui pembagian saham bonus sebanyak-banyaknya 1.555.781.337 saham yang berasal dari kapitalisasi agio saham sebesar Rp777.890

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offering price of Rp1,100 (full amount) per share.

With this Limited Public Offering, the issued and fully paid-up share capital of the Bank became Rp470,115 representing 940,230,000 shares. The Limited Public Offering I with Pre-emptive Rights became effective through the chairman of BAPEPAM-LK's letter No. S-1023/PM/2002 dated May 20, 2002.

Based on the Decision of Extraordinary General Meeting of Shareholders held on March 10, 2005, which was notarized under Notarial Deed No. 22 of Imas Fatimah, S.H., the Bank declared bonus shares of Rp141,034 by issuing 282,068,998 bonus shares at par value of Rp500 (full amount) per share, which came from additional paid-in capital and declared stock dividends of Rp477,260 representing 203,089,644 shares, which came from retained earnings using the closing price published by the Indonesian Stock Exchange on March 9, 2005, at Rp2,350 (full amount) per share. Accordingly, the issued and fully paid-in share capital increased to Rp712,694 which represent 1,425,388,642 shares.

Based on the Decision of Extraordinary General Meeting of Shareholders held on March 24, 2006, as notarized under Notarial Deed No. 98 of Imas Fatimah, S.H., it is resolved to offer Limited Public Offering II with Pre-emptive Rights representing 200,054,546 shares at par value of Rp500 (full amount) per share at offering price of Rp2,500 (full amount) per share. With this Limited Public Offering II, the issued and fully paid-in share capital of the Bank became Rp812,722 which represent 1,625,443,188 shares.

The decision of Annual General Meeting of Shareholders held on May 20, 2009 as notarized under Notarial Deed No. 49 on the same date by Imas Fatimah, S.H., declared bonus shares at a maximum of 1,555,781,337 shares which came from additional paid-in capital amounted to Rp777,890 which was distributed proportionally to the listed

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yang dibagikan kepada para pemegang saham secara proporsional dengan ketentuan saham bonus akan dibagikan kepada pemegang saham yang tercatat pada daftar pemegang saham yang berhak (*Recording Date*) dengan rasio setiap pemegang 70 saham berhak mendapatkan 67 saham baru dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian saham bonus ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp1.590.612 yang terdiri dari 3.181.224.188 saham.

Pendaftaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu tersebut telah memperoleh pernyataan efektif dari ketua BAPEPAM-LK pada tanggal 23 Maret 2006 melalui surat No. S-702/PM/2006. Sehubungan dengan hasil keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 5 Juni 2008, sebagaimana dinyatakan dalam Akta Notaris Imas Fatimah, S.H., No. 03 pada tanggal yang sama, pemegang saham Bank telah menyetujui antara lain peningkatan modal dasar Bank dari Rp900.000 terdiri dari 1.800.000.000 saham menjadi Rp3.200.000 terdiri dari 6.400.000.000 saham. Perubahan anggaran dasar tersebut telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-45346.AH.01.02 tanggal 28 Juli 2008. Perubahan ini juga telah didaftarkan dalam Daftar Perusahaan dengan No. AHU-0064063.AH.01.09 tanggal 28 Juli 2008.

Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 12 Mei 2011 yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 02 pada tanggal yang sama, menyetujui pembagian dividen saham sebanyak 464.731.862 saham yang berasal dari saldo laba maksimum sebesar Rp1.603.325 dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian dividen saham ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp1.822.978 yang terdiri dari 3.645.956.050 saham.

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shareholders (Recording Date) with a ratio of 67 new shares with par value of Rp500 (full amount) per share for every 70 shares owned by each shareholder, provided that any remaining fractional shares due to the division based on the ratio are returned to the Bank. With the declaration of these bonus shares, the issued and fully paid-in share capital of the Bank became Rp1,590,612 which represent 3,181,224,188 shares.

The Limited Public Offering II with Pre-emptive Rights became effective through the chairman of BAPEPAM-LK letter No. S-702/PM/2006 dated March 23, 2006. According to the decision of Extraordinary General Meeting of Shareholders held on June 5, 2008, which was notarized under Notarial Deed No. 03 on the same date by Imas Fatimah, S.H., the shareholders approved, among others, the increase of the Banks authorized share capital from Rp900,000 representing 1,800,000,000 shares to Rp3,200,000 representing 6,400,000,000 shares. The amendment of the Banks articles of association was received and registered by the Minister of Law and Human Right of the Republic of Indonesia in its Decision Letter No. AHU-45346.AH.01.02 Year 2008 dated July 28, 2008. This amendment was also registered under the Corporate Registration under No. AHU-0064063.AH.01.09 Year 2008 dated July 28, 2008.

The decision of Annual General Meeting of Shareholders held on May 12, 2011 as notarized under Notarial Deed No. 02 on the same date by Dharma Akhyuzi, S.H., declared the issuance of 464,731,862 stock dividends which came from retained earnings at an amount not to exceed Rp1,603,325 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these stock dividends, the issued and fully paid-in share capital of the Bank became Rp1,822,978 which represent 3,645,956,050 shares.

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Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 17 April 2013 yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 08 pada tanggal yang sama, menyetujui pembagian dividen saham sebanyak 167.713.978 saham yang berasal dari saldo laba maksimum sebesar Rp684.568 dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 17 April 2013, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 09 pada tanggal yang sama, Bank telah membagikan saham bonus maksimum sebanyak 2.741.758.949 saham yang berasal dari tambahan modal disetor maksimum sebesar Rp1.370.959 yang dibagikan kepada para pemegang saham secara proporsional dengan rasio pembagian setiap pemegang 500 saham memperoleh 376 saham bonus dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) per saham dan membagikan dividen saham maksimum sebanyak 408.347.077 dividen saham yang berasal dari saldo laba dengan rasio pembagian setiap pemegang 500 saham memperoleh 56 saham yang dibagikan secara proporsional maksimum sebesar Rp1.664.849 dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 16 April 2013 yaitu sebesar Rp4.050 (nilai penuh) per saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian saham bonus dan dividen saham ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp3.481.888 yang terdiri dari 6.963.775.206 saham.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 25 Februari 2022, yang diaktakan dengan akta notaris Dharma Akhyuzi, S.H., No. 09 pada tanggal yang sama, Bank telah membagikan saham bonus sebanyak 4.087.736.045 saham pada harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, yang berasal dari tambahan modal disetor sebesar Rp2.043.868 yang dibagikan kepada para pemegang saham

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The decision of Annual General Meeting of Shareholders held on April 17, 2013, as notarized under Notarial Deed No. 08 on the same date by Dharma Akhyuzi, S.H., declared the issuance of 167,713,978 stock dividends which came from retained earnings at an amount not to exceed Rp684,568 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank.

Based on the Decision of Extraordinary General Meeting of Shareholders held on April 17, 2013 as notarized under notarial deed No. 09 on the same date by Dharma Akhyuzi, S.H., the Bank declared bonus shares at a maximum of 2,741,758,949 shares which came from additional paid-in capital maximum amounted to Rp1,370,959 which was distributed proportionally to the shareholders with a ratio of 376 bonus shares with par value of Rp500 (full amount) per share for every 500 shares owned by each shareholder, and declared stock dividends at a maximum of 408,347,077 stock dividends which came from retained earnings with a ratio for every 500 shares owned by each shareholder received 56 shares which was distributed proportionally at an amount not to exceed Rp1,664,849 using the closing price of the Bank's shares published by the Indonesia Stock Exchange on April 16, 2013 at Rp4,050 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these bonus shares and stock dividends, the issued and fully paid-in share capital of the Bank became Rp3,481,888 which represent 6,963,775,206 shares.

Based on the Decision of the Annual General Meeting of Shareholders held on February 25, 2022, which was notarized under Notarial Deed No.09 of Dharma Akhyuzi, S.H., on the same date, the Bank declared bonus shares of Rp2,043,868 by issuing 4,087,736,045 bonus shares at par value of Rp500 (full amount) per share, which came from the additional paid-up capital which were distributed to shareholders in proportion to the distribution ratio for each holder of 1,000 shares receiving 587 bonus

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secara proporsional dengan rasio pembagian setiap pemegang 1.000 saham memperoleh 587 saham bonus dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) per saham dan membagikan dividen saham sebanyak 689.413.745 saham yang berasal dari kapitalisasi saldo laba dengan rasio pembagian setiap pemegang 1.000 saham memperoleh 99 saham yang dibagikan secara proporsional sebesar Rp6.687.304 dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 11 Maret 2022 yaitu Rp9.700 (nilai penuh) per saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian saham bonus dan dividen saham ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp5.870.462 yang terdiri dari 11.740.923.365 saham.

1.c. Dewan Komisaris, Direksi, Komite Audit dan Karyawan

Susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2023 dan 2022, adalah sebagai berikut:

	2023	2022
Dewan Komisaris:		
Komisaris Utama	Chairul Tanjung	Chairul Tanjung
Wakil Komisaris Utama	Yungky Setiawan	Yungky Setiawan
Komisaris Independen	Achjadi Ranuwisastra	Achjadi Ranuwisastra
Komisaris Independen	Lambock V Nahattands	Lambock V Nahattands
Komisaris Independen	Hizbullah *)	--
Direksi:		
Direktur Utama	Kostaman Thayib	Kostaman Thayib
Wakil Direktur Utama	Indivara Erni **)	--
Wakil Direktur Utama	Lay Diza Larentie***)	--
Direktur Risiko	--	Indivara Erni
Direktur Consumer Banking	--	Lay Diza Larentie
Direktur Kredit	Madi D Lazuardi	Madi D Lazuardi
Direktur Treasuri dan International Banking	Martin Mulwanto	Martin Mulwanto
Direktur Kepatuhan dan Sumber Daya Manusia	Yuni Lastianto	Yuni Lastianto
Direktur Operasi (d/h Direktur Operasi dan Teknologi Informasi)	C Guntur Triyudianto	C Guntur Triyudianto
Direktur Teknologi Informasi	Y. B Hariantono ****)	--

*) Pengangkatan Hizbullah sebagai Komisaris Independen telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. KEPR-81/D.03/2023 tanggal 25 Agustus 2023.

**) Pengangkatan Indivara Erni sebagai Wakil Direktur Utama telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. KEPR-42/D.03/2023 tanggal 06 Juni 2023.

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shares and declared stock dividends of 689,413,745 shares which came from the retained earnings with a distribution ratio for each holder of 1,000 shares obtaining 99 shares distributed proportionally in the amount of Rp6,687,304 using the closing price of the Bank's shares on the Indonesia Stock Exchange dated March 11, 2022, at Rp9,700 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these bonus shares and stock dividends, the issued and fully paid-in share capital of the Bank became Rp5,870,462 which represent 11,740,923,365 shares.

1.c. Boards of Commissioners, Directors, Audit Committee and Employees

The composition of the Bank's Boards of Commissioners and Directors as of December 31, 2023 and 2022 are as follows:

	2023	2022
Board of Commissioners:		
President Commissioner	Chairul Tanjung	Chairul Tanjung
Deputy President Commissioner	Yungky Setiawan	Yungky Setiawan
Independent Commissioner	Achjadi Ranuwisastra	Achjadi Ranuwisastra
Independent Commissioner	Lambock V Nahattands	Lambock V Nahattands
Independent Commissioner	Hizbullah *)	--
Board of Directors:		
President Director	Kostaman Thayib	Kostaman Thayib
Deputy President Director	Indivara Erni **)	--
Deputy President Director	Lay Diza Larentie***)	--
Risk Director	--	Indivara Erni
Consumer Banking Director	--	Lay Diza Larentie
Loan Director	Madi D Lazuardi	Madi D Lazuardi
Treasury and International Banking Director	Martin Mulwanto	Martin Mulwanto
Compliance and Human Capital Director	Yuni Lastianto	Yuni Lastianto
Operational Director (previously Operational and Information Technology Director)	C Guntur Triyudianto	C Guntur Triyudianto
Information Technology Director	Y. B Hariantono ****)	--

*) The appointment of Hizbullah as an Independent Commissioner has been approved by Financial Services Authority through Decision Letter No. KEPR-81/D.03/2023 dated August 25, 2023.

**) The appointment of Indivara Erni as a Deputy President Director has been approved by Financial Services Authority through Decision Letter No. KEPR-42/D.03/2023 dated June 06, 2023.

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- ***) Pengangkatan Lay Diza Larentie sebagai Wakil Direktur Utama telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. KEPR-41/D.03/2023 tanggal 06 Juni 2023.
- ****) Pengangkatan Y. B Hariantono sebagai Direktur Teknologi Informasi telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. KEPR-4/D.03/2023 tanggal 20 Maret 2023.

- ***) The appointment of Lay Diza Larentie as a Deputy President Director has been approved by Financial Services Authority through Decision Letter No. KEPR-41/D.03/2023 dated June 06, 2023.
- ****) The appointment of Y. B Hariantono as a Information Technology Director has been approved by Financial Services Authority through Decision Letter No. KEPR-4/D.03/2023 dated March 20, 2023.

Susunan Komite Audit Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

The composition of the Bank's Audit Committee as of December 31, 2023 and 2022 is as follows:

	2023	2022	
Ketua	Hizbullah	Lambock V Nahattands	Chairman
Anggota	Purwo Junianto	Purwo Junianto	Member
Anggota	Ivan Purnama Sanoesi	Ivan Purnama Sanoesi	Member

Pembentukan Komite Audit Bank telah dilakukan sesuai dengan Peraturan OJK No. 55/POJK.04/2015 tanggal 29 Desember 2015.

The establishment of Bank's Audit Committee has complied with OJK Regulation No. 55/POJK.04/2015 dated December 29, 2015.

Dewan Komisaris dan Direksi pada tanggal 31 Desember 2023 ditentukan berdasarkan Rapat Umum Pemegang Saham Tahunan pada tanggal 24 Februari 2023, yang berita acaranya telah diaktakan dengan akta notaris No. 07, Dharma Akhyuzi, S.H., pada tanggal yang sama.

The Boards of Commissioners and Directors as of December 31, 2023 were appointed based on the decision of Annual General Meeting of Shareholders held on February 24, 2023, the minutes of which were notarized through Notarial Deed No. 07 of Dharma Akhyuzi, S.H., on the same date.

Dewan Komisaris dan Direksi pada tanggal 31 Desember 2022 ditentukan berdasarkan Rapat Umum Pemegang Saham Tahunan pada tanggal 25 Februari 2022, yang berita acaranya telah diaktakan dengan akta notaris No. 09, Dharma Akhyuzi, S.H., pada tanggal yang sama.

The Boards of Commissioners and Directors as of December 31, 2022 were appointed based on the decision of Annual General Meeting of Shareholders held on February 25, 2022, the minutes of which were notarized through Notarial Deed No. 09 of Dharma Akhyuzi, S.H., on the same date.

Pada tanggal 31 Desember 2023 dan 2022, Bank memiliki karyawan tetap masing-masing 4.572 dan 4.553 orang (tidak diaudit).

As of December 31, 2023 and 2022, the Bank has 4,572 and 4,553 permanent employees (unaudited), respectively.

2. Ikhtisar Kebijakan Akuntansi yang Material

2. Summary of Material Accounting Policies

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan Bank adalah seperti dijabarkan di bawah ini:

The principal accounting policies adopted in preparing the financial statements of the Bank are set out below:

Pernyataan Kepatuhan

Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan

Statement of Compliance

The Bank's financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued

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Standar Akuntansi Keuangan—Ikatan Akuntan Indonesia (DSAK–IAI), serta peraturan Pasar Modal yang berlaku antara lain Peraturan Otoritas Jasa Keuangan/Badan Pengawas Pasar Modal dan Lembaga Keuangan (OJK/Bapepam-LK) No. VIII.G.7 tentang pedoman penyajian laporan keuangan, keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang penyajian dan pengungkapan laporan keuangan emiten atau perusahaan publik.

2.a. Dasar penyusunan laporan keuangan

Laporan keuangan disusun berdasarkan harga perolehan, kecuali untuk aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan seluruh instrumen derivatif yang diukur berdasarkan nilai wajar dan aset tanah dan gedung yang diukur pada nilai wajar sejak 31 Desember 2015. Laporan keuangan disusun berdasarkan prinsip akuntansi berbasis akrual, kecuali laporan arus kas.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas, kas dan setara kas mencakup kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, Sertifikat Bank Indonesia dan Sertifikat Deposito Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan untuk pinjaman serta tidak dibatasi penggunaannya.

Pos-pos dalam penghasilan komprehensif lainnya disajikan terpisah antara akun-akun yang akan direklasifikasikan ke laba rugi dan akun-akun yang tidak akan direklasifikasikan ke laba rugi.

Dalam penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia, dibutuhkan estimasi dan asumsi yang mempengaruhi:

- Nilai aset dan liabilitas dilaporkan, dan pengungkapan atas aset dan liabilitas kontinjensi pada tanggal laporan keuangan,

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by the Financial Accounting Standard Board–Indonesian Institute of Accountant (DSAK–IAI), and regulations in the Capital Market include Regulations of Financial Services Authority/Capital Market and Supervisory Board and Financial Institution (OJK/Bapepam-LK) No. VIII.G.7 regarding guidelines for the presentation of financial statements, decree of Chairman of Bapepam-LK No. KEP-347/BL/2012 regarding presentation and disclosure of financial statements of the issuer or public company.

2.a. Basis for preparation of the financial statements

The financial statements have been prepared under the historical cost principle except for financial assets at fair value through comprehensive income, financial assets and liabilities measured at fair value through profit and loss and all of the derivative instruments measured at fair value and land and building assets measured at fair value since December 31, 2015. The financial statements have been prepared based on accrual principle, excluding the statement of cash flows.

The statements of cash flows were prepared based on the direct method with cash flows classified into cash flows from operating, investing and financing activities. For the purpose of the statements of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia and other banks, placements with Bank Indonesia and other banks, Certificates of Bank Indonesia and Deposits Certificates of Bank Indonesia maturing within 3 (three) months or less from the acquisition date as long as they are not being pledged as collateral for borrowing nor restricted.

The items under other comprehensive income are presented separately between items to be reclassified to profit or loss and those items not to be reclassified to profit or loss.

The preparation of financial statements in conformity with Financial Accounting Standards in Indonesia requires the use of estimates and assumptions that affect:

- The reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements,

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- Jumlah pendapatan dan beban selama periode pelaporan.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan jumlah yang diestimasi semula.

Estimasi-estimasi dan asumsi-asumsi yang digunakan ditelaah secara berkesinambungan. Revisi atas estimasi akuntansi diakui pada periode dimana estimasi tersebut direvisi dan periode yang akan datang yang dipengaruhi oleh revisi estimasi tersebut.

Secara khusus, informasi mengenai hal-hal penting yang terkait dengan ketidakpastian estimasi dan pertimbangan-pertimbangan penting dalam penerapan kebijakan akuntansi yang memiliki dampak yang material terhadap jumlah yang diakui dalam laporan keuangan dijelaskan di Catatan 3.

Mata uang penyajian yang digunakan pada laporan keuangan adalah Rupiah, yang merupakan mata uang fungsional Bank.

Seluruh angka dalam laporan keuangan ini, kecuali dinyatakan lain, dibulatkan menjadi jutaan Rupiah.

Bank telah menyusun laporan keuangan dengan dasar bahwa Bank akan terus mempertahankan kelangsungan usaha.

2.b. Transaksi dan saldo dalam mata uang asing

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah berdasarkan kurs tengah Reuters pukul 16.00 WIB. Laba atau rugi selisih kurs yang terjadi dikreditkan atau dibebankan pada laba rugi tahun yang bersangkutan.

Kurs mata uang asing utama yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (nilai penuh):

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- The reported amounts of revenues and expenses during the reporting period.

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have material effect on the amount recognized in the financial statements are described in Note 3.

The presentation currency used in the financial statements is Indonesian Rupiah, which is the functional currency of the Bank.

Figures in the financial statements are rounded to and stated in millions of Rupiah unless otherwise stated.

The Bank has prepared the financial statements on the basis that it will continue to operate as going concern.

2.b. Transactions and balances in foreign currency

Transactions in foreign currencies are recorded in Rupiah based on the rates prevailing at the transaction dates. On the reporting date, monetary assets and liabilities denominated in foreign currencies are converted into Rupiah based on the Reuters' middle rate at 16.00 Western Indonesian Time. Exchange gains or losses from foreign exchange transactions are credited or charged to the current year profit or loss.

The major exchange rates used to translate foreign currencies into Rupiah were as follows (full amount):

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	2023	2022	
1 Poundsterling Inggris	19,626.56	18,786.09	1 Great Britain Poundsterling
1 Euro Eropa	17,038.32	16,581.72	1 European Euro
1 Franc Swiss	18,299.27	16,827.00	1 Swiss Franc
1 Dolar Amerika Serikat	15,397.00	15,567.50	1 United States Dollar
1 Dolar Australia	10,520.77	10,557.88	1 Australian Dollar
1 Dolar Singapura	11,676.34	11,592.88	1 Singapore Dollar
1 Dolar Selandia Baru	9,765.55	9,851.12	1 New Zealand Dollar
1 Yuan China	2,170.06	2,238.91	1 Chinese Yuan
1 Dolar Hong Kong	1,970.73	1,996.55	1 Hong Kong Dollar
1 Yen Jepang	108.88	117.81	1 Japanese Yen

2.c. Informasi segmen

Segmen operasi adalah komponen dari Bank yang terlibat dalam aktivitas bisnis yang menghasilkan pendapatan dan menimbulkan beban, termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain Bank, dimana hasil operasinya dikaji ulang secara berkala oleh pengambil keputusan utama dalam operasional Bank untuk membuat keputusan mengenai sumber daya yang akan dialokasikan pada segmen tersebut dan menilai kinerjanya, serta tersedia informasi keuangan yang dapat dipisahkan. Hasil segmen yang dilaporkan kepada pengambil keputusan operasional Bank meliputi komponen-komponen yang dapat diatribusikan secara langsung kepada suatu segmen, dan komponen-komponen yang dapat dialokasikan dengan dasar yang wajar.

2.d. Transaksi dengan pihak berelasi

Dalam menjalankan usahanya, Bank melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 7 tentang "Pengungkapan Pihak-pihak Berelasi".

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. Merupakan personel manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2.c. Segment information

An operating segment is a component of the Bank that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Bank's other components, whose operating results are reviewed regularly by the Bank's chief operating decision maker to make decision about resources allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the Bank's chief operating decision maker include items directly attributable to a segment, as well as those that can be allocated on a reasonable basis.

2.d. Transactions with related parties

In the normal course of its business, the Bank enters into transactions with related parties which are defined under PSAK 7 regarding "Related Party Disclosures".

A related party is a person or an entity that is related to the reporting entity:

- a. A person or a close member of that person's family is related to a reporting entity if that person:
 - i. Has control or joint control over the reporting entity;
 - ii. Has significant influence over the reporting entity; or
 - iii. Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

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- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
- Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan sesama entitas anak saling berelasi dengan entitas anak lainnya);
 - Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, dimana entitas lain tersebut adalah anggotanya);
 - Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
 - Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau
 - Entitas atau anggota dari kelompok di mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 39 atas laporan keuangan.

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- b. An entity is related to the reporting entity if any of the following conditions applies:
- The entity and the reporting entity are members of the same group (which means that each parent, subsidiary, and fellow subsidiaries are related to each others);
 - One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - Both entities are joint ventures of the same third party;
 - One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity;
 - The entity is controlled or jointly controlled by a person identified in (a);
 - A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); or
 - The entity or any members of a group of which it is a part, provides key management personnel service to the reporting entity or to the parent of the reporting entity.

Transactions with related parties are made on terms agreed by both parties, where such requirements may not be the same as other transactions undertaken with third parties. Material transactions and balances with related parties are disclosed in the notes to the financial statements and the relevant details have been presented in Note 39 of the financial statements.

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2.e. Aset dan liabilitas keuangan

Aset keuangan dan liabilitas keuangan Bank terdiri atas:

2.e. Financial assets and liabilities

The Bank's financial assets and liabilities mainly consist of:

Kategori yang didefinisikan oleh PSAK 71/Category as defined in PSAK 71		Golongan (ditentukan oleh Bank)/Class (as determined by the Bank)	Subgolongan/Subclasses
Aset keuangan/Financial Assets	Aset keuangan yang diukur pada nilai wajar melalui laba-rugi/ Financial assets at fair value through profit or loss	Efek-efek/Marketable securities	
		Tagihan derivatif/Derivative receivables	
	Aset keuangan yang diukur pada biaya perolehan yang diamortisasi/Financial assets at amortized cost	Kas/Cash	
		Giro pada Bank Indonesia/Current accounts with Bank Indonesia	
		Giro pada bank lain/Current accounts with other banks	
		Penempatan pada Bank Indonesia dan bank lain/Placements with Bank Indonesia and other banks	
		Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchased under agreement to resell	
		Tagihan akseptasi/Acceptance receivables	
		Kredit yang diberikan/Loans	
		Aset lain-lain/Other assets	Bunga yang masih akan diterima/Accrued interest receivables
			Piutang sewa/ Lease receivables
			Setoran jaminan/Guarantee deposits
			Tagihan penjualan surat berharga/ Receivables from sales of marketable securities
			Aset yang diblokir/ Restricted assets
Liabilitas Keuangan/Financial Liabilities	Liabilitas keuangan yang diukur pada nilai wajar melalui laba-rugi/ Financial liabilities at fair value through profit or loss	Efek-efek/Marketable securities	
		Liabilitas derivatif/Derivative liabilities	
	Liabilitas keuangan yang diukur pada biaya perolehan yang diamortisasi/Financial liabilities at amortized cost	Liabilitas segera/Obligation due immediately	
		Liabilitas akseptasi/Acceptance liabilities	
		Simpanan nasabah/Deposits from customers	
		Simpanan dari bank lain/Deposits from other banks	
		Efek-efek yang dijual dengan janji dibeli kembali/ Securities sold under agreement to repurchase	
		Obligasi subordinasi/Subordinated bonds	
		Pinjaman yang diterima/Borrowings	
		Beban yang masih harus dibayar dan liabilitas lain-lain/ Accrued expenses and other liabilities	Bunga yang masih harus dibayar/Accrued interest payables
			Setoran jaminan/Other deposits
		Kewajiban pembelian surat berharga/ Liabilities to purchase of marketable securities	

i. Klasifikasi

Bank mengklasifikasikan aset keuangannya berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain;
- Aset keuangan yang diukur pada biaya perolehan diamortisasi.

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kondisi sebagai berikut:

- aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- persyaratan kontraktual dari aset keuangan tersebut memberikan hak

i. Classification

The Bank classifies its financial assets according to the following categories at initial recognition:

- Financial assets measured at fair value through profit or loss;
- Financial assets measured at fair value through other comprehensive income;
- Financial assets measured at amortized cost.

Financial assets are measured at amortized cost if they meet the following conditions:

- financial assets are managed in a business model that aims to have financial assets in order to collect contractual cash flow; and
- the contractual terms of the financial asset provide rights on a certain date

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pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga (SPPI) dari jumlah pokok terutang.

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Persyaratan kontraktual dari aset keuangan tersebut memenuhi kriteria SPPI.

Pada saat pengakuan awal, Bank dapat membuat pilihan yang tidak dapat dibatalkan untuk menyajikan instrumen ekuitas yang bukan dimiliki untuk diperdagangkan pada nilai wajar melalui penghasilan komprehensif lain.

Aset keuangan lainnya yang tidak memenuhi persyaratan untuk diklasifikasikan sebagai aset keuangan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain, diklasifikasikan sebagai diukur pada nilai wajar melalui laba rugi.

Saat pengakuan awal Bank dapat membuat penetapan yang tidak dapat dibatalkan untuk mengukur aset yang memenuhi persyaratan untuk diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain pada nilai wajar melalui laba rugi, apabila penetapan tersebut mengeliminasi atau secara signifikan mengurangi inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch").

Penilaian model bisnis

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

Penilaian model bisnis dilakukan dengan mempertimbangkan, tetapi tidak terbatas pada, hal-hal berikut:

- Bagaimana kinerja dari model bisnis dan aset keuangan yang dimiliki dalam model bisnis dievaluasi dan dilaporkan kepada personil manajemen kunci Bank;

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for cash flow obtained solely from payment of principal and interest (SPPI) on the principal amount outstanding.

Financial assets are measured at fair value through other comprehensive income if they meet the following conditions:

- Financial assets are managed in a business model that aims to collect contractual cash flow and sell financial assets; and
- The contractual requirements of the financial assets meet the SPPI criteria.

At initial recognition, the Bank may make an irrevocable choice to present equity instruments that are not held for trading at fair value through other comprehensive income.

Other financial assets that do not meet the requirements to be classified as financial assets measured at amortized cost or fair value through other comprehensive income, are classified as measured at fair value through profit or loss.

At initial recognition, the Bank can make an irrevocable determination to measure assets that meet the requirements to be measured at amortized cost or fair value through other comprehensive income at fair value through profit or loss, if the determination eliminates or significantly reduces the measurement or recognition inconsistencies (sometimes referred to as "accounting mismatch").

Evaluation of business models

The business model is determined at a level that reflects how Bank's financial assets are managed together to achieve certain business objectives.

The evaluation of the business model is carried out by considering, but not limited to, the following:

- How the performance of the business model and financial assets held in the business model are evaluated and reported to the Bank's key management personnel;

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- Apakah risiko yang memengaruhi kinerja dari model bisnis (termasuk aset keuangan yang dimiliki dalam model bisnis) dan khususnya bagaimana cara aset keuangan tersebut dikelola; dan
- Bagaimana penilaian kinerja pengelola aset keuangan (sebagai contoh, apakah penilaian kinerja berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh).

Aset keuangan yang dimiliki untuk diperdagangkan atau dikelola dan penilaian kinerjanya berdasarkan nilai wajar diukur pada nilai wajar melalui laba rugi.

Derivatif juga dikategorikan dalam kelompok ini, kecuali derivatif yang ditetapkan sebagai instrumen lindung nilai efektif.

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga

Untuk tujuan penilaian ini, pokok didefinisikan sebagai nilai wajar dari aset keuangan pada saat pengakuan awal. Bunga didefinisikan sebagai imbalan untuk nilai waktu atas uang dan risiko kredit terkait jumlah pokok terutang pada periode waktu tertentu dan juga risiko dan biaya pinjaman standar, dan juga margin laba.

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga dilakukan dengan mempertimbangkan persyaratan kontraktual, termasuk apakah aset keuangan mengandung persyaratan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual. Dalam melakukan penilaian, Bank mempertimbangkan:

- Peristiwa kontinjensi yang akan mengubah waktu atau jumlah arus kas kontraktual;
- Fitur *leverage*;
- Persyaratan pembayaran dimuka dan perpanjangan kontraktual;
- Persyaratan mengenai klaim yang terbatas atas arus kas yang berasal dari aset spesifik; dan
- Fitur yang dapat mengubah nilai waktu dari elemen uang.

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- *What risks affect the performance of the business model (including financial assets held in the business model) and specifically how the financial assets are managed; and*
- *How to evaluate the performance of managers of financial assets (for example, whether performance appraisals are based on the fair value of the assets being managed or the contractual cash flows obtained).*

Financial assets held for trading or managed and which performance appraisals based on fair value are measured at fair value through profit or loss.

Derivatives are also categorized under this classification unless they are designated as effective hedging instruments.

Evaluation of contractual cash flows obtained solely from payment of principal and interest

For the purpose of this valuation, principal is defined as the fair value of financial assets at initial recognition. Interest is defined as compensation for the time value of money and credit risk in relation to the principal amount owed over a certain period of time and also the risk and standard borrowing costs, as well as profit margins.

An assessment of contractual cashflows obtained solely from principal and interest payments is made by considering contractual terms, including whether financial assets contain contractual terms that can change the timing or amount of contractual cash flows. In assessing, the Bank considers:

- *Contingency events that will change the timing or amount of contractual cash flow;*
- *Leverage feature;*
- *Terms of advance payment and contractual extension;*
- *Requirements regarding limited claims for cash flows from specific assets; and*
- *Features that can change the time value of the money element.*

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Liabilitas keuangan diklasifikasikan dalam kategori sebagai berikut pada saat pengakuan awal:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu liabilitas keuangan yang ditetapkan demikian pada saat pengakuan awal dan liabilitas keuangan yang telah diklasifikasikan dalam kelompok diperdagangkan;
- Liabilitas keuangan lain. Liabilitas keuangan lainnya merupakan liabilitas keuangan yang tidak dimiliki untuk dijual atau ditentukan sebagai nilai wajar melalui laba rugi saat pengakuan liabilitas.

ii. Pengakuan

Bank pada awalnya mengakui aset dan liabilitas keuangan pada tanggal perolehan. Pembelian dan penjualan aset keuangan yang lazim (reguler) diakui pada tanggal perdagangan dimana Bank memiliki komitmen untuk membeli atau menjual aset tersebut. Semua aset dan liabilitas keuangan lainnya pada awalnya diakui pada tanggal perdagangan dimana Bank menjadi suatu pihak dalam ketentuan kontraktual instrumen tersebut.

Pada saat pengakuan awal, aset atau liabilitas keuangan diukur pada nilai wajar ditambah (untuk item yang tidak diukur pada nilai wajar melalui laba rugi setelah pengakuan awal) biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada awal pengakuan liabilitas.

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Financial liabilities are classified into the following categories at initial recognition:

- *Financial liabilities at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading;*
- *Other financial liabilities. Other financial liabilities pertain to financial liabilities that are not held for trading nor designated as at fair value through profit or loss upon recognition of the liability.*

ii. Recognition

The Bank initially recognizes financial asset and liabilities on the date of origination. Regular way purchases and sales of financial assets are recognized on the trade date at which the Bank commits to purchase or sell the asset. All other financial assets and liabilities are initially recognized on the trade date at which the Bank becomes a party to the contractual provisions of the instruments.

A financial asset or liability is initially measured at fair value plus (for an item not valued at fair value through profit and loss at initial recognition) transaction costs subsequently measured at fair value that are directly attributable to the acquisition of financial assets or issuance of financial liabilities. The subsequent measurement of financial assets and liabilities depends on their classifications.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issue of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued. In the case of financial assets, transaction costs are added to the amount recognized initially, while for financial liabilities, transaction costs are deducted from the amount of debt recognized initially.

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Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

iii. Pengukuran setelah pengakuan awal

- a. Aset keuangan dalam kelompok nilai wajar melalui penghasilan komprehensif lain dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi diukur pada nilai wajarnya.
- b. Aset dan liabilitas keuangan lainnya yang diukur pada biaya perolehan diamortisasi, diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

iv. Penghentian pengakuan

Bank menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kadaluwarsa, atau pada saat Bank mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi dimana Bank secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau liabilitas atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Bank diakui sebagai aset atau liabilitas secara terpisah.

Bank menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

Dalam transaksi dimana Bank secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Bank menghentikan pengakuan aset tersebut jika Bank tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang timbul atau yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Bank tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan

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Such transaction costs are amortized over the terms of the instruments based on the effective interest method and are recorded as part of interest income for transaction costs related to financial assets or interest expense for transaction costs related to financial liabilities.

iii. Subsequent measurement

- a. *Fair value through other comprehensive income financial assets and financial assets and liabilities measured at fair value through profit or loss are subsequently measured at fair value.*
- b. *Assets and other financial liabilities which are measured at amortized cost, are subsequently measured at amortized cost using the effective interest method.*

iv. Derecognition

The Bank derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or when the Bank transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Bank is recognized as a separate asset or liability.

The Bank derecognizes a financial liability when its contractual obligations are discharged or cancelled or expired.

In transactions in which the Bank neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, the Bank derecognizes the asset if it does not retain control over the asset. The rights and obligations retained in the transfer are recognized separately as assets and liabilities as appropriate. In transfers in which control over the asset is retained, the Bank continues to recognize the asset to the extent of its continuing involvement, determined by the extent to which it is

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berkelanjutan, dimana tingkat keberlanjutan Bank dalam aset yang ditransfer adalah sebesar perubahan nilai aset yang ditransfer.

Bank menghapusbukukan saldo kredit dan efek utang untuk tujuan investasi, dan cadangan kerugian penurunan nilai terkait, pada saat Bank menentukan bahwa kredit atau efek-efek tersebut tidak dapat ditagih. Keputusan ini diambil setelah mempertimbangkan informasi seperti telah terjadinya perubahan signifikan pada posisi keuangan debitur/penerbit sehingga debitur/penerbit tidak lagi dapat melunasi liabilitasnya, atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh ekposur kredit yang diberikan.

v. Saling hapus

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya dilaporkan di laporan posisi keuangan jika, dan hanya jika, saat ini terdapat hak yang berkekuatan hukum untuk saling hapus jumlah keduanya dan terdapat intensi untuk diselesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak yang berkekuatan hukum berarti:

- a. tidak terdapat kontinjensi di masa yang akan datang, dan
- b. hak yang berkekuatan hukum pada kondisi-kondisi berikut ini;
 - i. kegiatan bisnis normal;
 - ii. kondisi kegagalan usaha; dan
 - iii. kondisi gagal bayar atau bangkrut.

Pendapatan dan beban disajikan dalam jumlah bersih hanya jika diperkenankan oleh standar akuntansi.

vi. Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi cadangan kerugian penurunan nilai.

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exposed to changes in the value of the transferred asset.

The Bank writes off a loan and investment debt security balance, and any related allowance for impairment losses, when the Bank determines that the loan or security is uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrowers/issuers financial position such that the borrower/issuer can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure.

v. Offsetting

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is currently an enforceable legal rights to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

Enforceable right means:

- a. *there are no contingencies in the future, and*
- b. *enforceable right to the following conditions;*
 - i. *deploying normal activities;*
 - ii. *conditions of business failures; and*
 - iii. *conditions of default or bankruptcy.*

Income and expenses are presented on a net basis only when permitted by accounting standards.

vi. Amortized cost measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, minus allowance for impairment losses.

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vii. Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, dipasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

Pengukuran nilai wajar aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

Bank menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hierarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan

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vii. Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- *In the principal market for the asset or liability, or*
- *In the absence of a principal market, in the most advantageous market for the asset or liability.*

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Bank uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- *Level 1: quoted (unadjusted) market prices in active markets for identical assets or liabilities.*
- *Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability*

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liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung.

- Level 3: input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Bank menentukan apakah terjadi transfer antara level di dalam hierarki dengan cara mengevaluasi kategori (berdasarkan input level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

viii. Reklasifikasi instrumen keuangan

Bank mereklasifikasi aset keuangan jika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui laba rugi dicatat sebesar nilai wajarnya. Selisih antara nilai tercatat dengan nilai wajar diakui sebagai keuntungan atau kerugian pada laba rugi.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajarnya.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi nilai wajar melalui laba rugi dicatat pada nilai wajar. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan terhadap nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada nilai wajar.

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either directly (for example, price) or indirectly.

- Level 3 : inputs for the asset and liability that are not based on observable market data (unobservable inputs).

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Bank determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

viii. Reclassification of financial instruments

The Bank reclassifies financial assets if and only if, the business model for managing financial assets changes.

Reclassifications of financial assets from amortized cost classifications to fair value through profit or loss are recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss on the statement of profit or loss and other comprehensive income.

Reclassifications of financial assets from amortized cost classifications to fair value classifications through other comprehensive are recorded at their fair values.

Reclassifications of financial assets from fair value classification through other comprehensive income to fair value classification through profit or loss are recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.

Reclassifications of financial assets from fair value classifications through other comprehensive income to the amortized cost classification are recorded at carrying value. Unrealized gains or losses is removed from equity and adjusted against the fair value.

Reclassifications on financial assets from fair value classification through profit or loss to fair value classification through other comprehensive income are recorded at fair value.

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Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai wajar.

2.f. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan bank lain setelah perolehan awal dinilai sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Cadangan kerugian penurunan nilai untuk giro pada bank lain diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

2.g. Penempatan pada Bank Indonesia dan bank lain

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana dalam bentuk *call money*, Fasilitas Simpanan Bank Indonesia dan deposito berjangka.

Penempatan pada Bank Indonesia dinyatakan sebesar saldo penempatan dikurangi dengan pendapatan bunga yang ditangguhkan.

Penempatan pada bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif (EIR). Cadangan kerugian penurunan nilai diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

2.h. Efek-efek

Efek-efek terdiri dari obligasi korporasi, Obligasi Pemerintah Indonesia, Sertifikat Bank Indonesia ("SBI"), Surat Perbendaharaan Negara, dan Sekuritas Rupiah Bank Indonesia ("SRBI").

Efek-efek pada awalnya diukur pada nilai wajar ditambah biaya transaksi, kecuali aset keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dimana biaya transaksi diakui langsung ke laporan laba rugi dan penghasilan komprehensif lain. Pengukuran setelah pengakuan awal tergantung pada klasifikasinya.

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Reclassifications of financial assets from fair value classification through profit or loss to amortized cost classification are recorded at fair value.

2.f. Current accounts with Bank Indonesia and other banks

Subsequent to initial recognition, current accounts with Bank Indonesia and other banks are measured at their amortized cost using the effective interest rate (EIR) method. Allowance for impairment losses for current account with other bank is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.

2.g. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks consist of call money, Bank Indonesia Deposit Facilities and time deposits.

Placements with Bank Indonesia are stated at the outstanding balances, less unearned interest income.

Placements with other banks are initially measured at fair value plus incremental direct transaction cost directly attributable to obtain the financial asset, and subsequently measured at their amortized cost using the effective interest rate (EIR) method. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.

2.h. Securities

Securities consist of corporate bonds, Government Bonds, Certificates of Bank Indonesia ("SBI"), State Treasury Notes, and Bank Indonesia Rupiah Securities ("SRBI").

Securities are initially measured at fair value plus transaction costs, except for financial assets classified as fair value through profit or loss where the transaction costs are recognized directly to the statement of profit or loss and other comprehensive income. Subsequent measurement depends on their classification.

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Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut:

1. Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain

Surat-surat berharga yang diklasifikasikan sebagai dinilai pada nilai wajar melalui penghasilan komprehensif lain dinyatakan pada nilai wajar. Pendapatan bunga diakui dalam laba rugi menggunakan metode suku bunga efektif. Laba atau rugi selisih kurs atas surat-surat berharga diakui pada laba rugi.

Perubahan nilai wajar lainnya diakui langsung dalam ekuitas sampai surat-surat berharga dijual atau mengalami penurunan nilai, dimana akumulasi keuntungan dan kerugian yang sebelumnya diakui dalam ekuitas diakui dalam laba rugi.

2. Aset keuangan yang diukur pada nilai wajar melalui laba rugi

Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laba rugi tahun berjalan. Pendapatan bunga dari surat-surat berharga dicatat dalam laba rugi sesuai dengan persyaratan dalam kontrak.

2.i. Instrumen keuangan derivatif

Seluruh instrumen derivatif (termasuk transaksi valuta asing untuk tujuan pendanaan dan perdagangan) dicatat dalam laporan posisi keuangan berdasarkan nilai wajarnya. Nilai wajar tersebut ditentukan berdasarkan harga pasar dengan menggunakan kurs *Bloomberg* pada tanggal laporan atau metode arus kas yang didiskontokan.

Instrumen keuangan derivatif diakui di laporan posisi keuangan pada nilai wajar. Setiap kenaikan nilai wajar kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Keuntungan atau kerugian dari kontrak derivatif disajikan dalam laporan keuangan berdasarkan tujuan Bank atas transaksi yaitu untuk (a) lindung nilai atas nilai wajar,

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The measurement of securities and Government bonds are based on the classification of the securities as follows:

1. *Financial assets measured at fair value through other comprehensive income*

Marketable securities which are classified under fair value through other comprehensive income investments are stated at fair value. Interest income is recognized in the profit or loss using the effective interest method. Foreign exchange gains or losses on securities are recognized in the profit or loss.

Other fair value changes are recognized directly in equity until the securities is sold or impaired, whereby the cumulative gains and losses previously recognized in the equity are recognized in the profit or loss.

2. *Financial assets measured at fair value through profit or loss*

Unrealized gains or losses resulting from changes in fair value are recognized in the profit or loss in current year. The interest income from marketable securities is recorded in the profit or loss according to the terms of the contract.

2.i. Derivative financial instruments

All derivative instruments (including foreign currency transactions for funding and trading) are recorded in the statement of financial position at fair value. Fair value is determined based on market value using Reuters rate at reporting date or discounted cash flow method.

Derivative financial instruments are recognized in the statement of financial position at fair value. Each increase in fair value of derivative contract is recorded as asset when the fair value is positive and as liability when the fair value is negative.

Derivative receivables and payables are classified as financial assets and liabilities at fair value through profit or loss.

Gains or losses on derivative contracts are presented in the financial statements based on its purpose on the transaction, as (a) a hedge of the fair value, (b) a cash flow hedge, (c) a

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(b) lindung nilai atas arus kas, (c) lindung nilai atas investasi bersih pada kegiatan operasi luar negeri, atau (d) instrumen perdagangan, sebagai berikut:

- a. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan dan memenuhi syarat sebagai instrumen lindung nilai atas nilai wajar dan keuntungan atau kerugian atas perubahan nilai wajar aset dan liabilitas yang dilindungi, diakui sebagai laba atau rugi yang dapat saling hapus dalam periode akuntansi yang sama. Setiap selisih yang terjadi menunjukkan terjadinya ketidakefektifan lindung nilai dan secara langsung diakui sebagai laba atau rugi tahun berjalan.
- b. Bagian efektif dari keuntungan atau kerugian atas kontrak derivatif yang ditujukan sebagai lindung nilai atas arus kas dilaporkan sebagai penghasilan komprehensif lainnya. Bagian yang tidak efektif dari lindung nilai dilaporkan sebagai laba atau rugi tahun berjalan.
- c. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan sebagai lindung nilai atas investasi bersih pada kegiatan operasi luar negeri dilaporkan sebagai penghasilan komprehensif lainnya, sepanjang transaksi tersebut dianggap efektif sebagai transaksi lindung nilai.
- d. Keuntungan atau kerugian dari kontrak derivatif yang tidak ditujukan sebagai instrumen lindung nilai (atau kontrak derivatif yang tidak memenuhi persyaratan sebagai instrumen lindung nilai) diakui sebagai laba atau rugi pada tahun berjalan.

2.j. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali

Efek-efek yang dibeli dengan janji dijual kembali (*reverse repo*) diakui sebesar harga jual kembali efek yang bersangkutan, dikurangi pendapatan bunga yang belum diamortisasi. Selisih antara harga beli dengan harga jual diperlakukan sebagai pendapatan bunga yang belum diamortisasi dan diakui sebagai pendapatan bunga sesuai dengan jangka waktu efek dibeli hingga dijual kembali dengan menggunakan metode suku bunga efektif (*EIR*). Efek yang dibeli tidak dibukukan sebagai aset dalam laporan posisi keuangan karena kepemilikan efek tetap berada pada pihak penjual.

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hedge of a net investment in foreign operations, or (d) trading instruments, as follows:

- a. Gains or losses on derivative contracts that are designated and qualified as hedging instruments of the fair value and the gains or losses on changes in fair value of assets and liabilities that are protected, recognized as a gain or loss may be offset in the same accounting period. Any difference representing hedge ineffectiveness is recognized as profit or loss in current year.*
- b. The effective portions of gains or losses on derivative contracts designated as cash flow hedge are reported as other comprehensive income. The ineffective portions of the hedge are reported as profit or loss in current year.*
- c. Gains or losses on derivative contracts designated as hedges of a net investment in a foreign operation are reported as other comprehensive income to the extent it is effective as a hedge.*
- d. Gains or losses on derivative contracts not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognized as profit or loss in current year.*

2.j. Securities purchased under agreement to resell and securities sold under agreement to repurchase

*Securities purchased under agreements to resell (reverse repo) are recognized in the amount of the resale price of the related securities, less unamortized interest. The difference between purchase price and the selling price is treated as unamortized interest and is recognized as interest income in accordance with the period since the securities are purchased until they are resold by using effective interest rate (*EIR*) method. The securities received are not recorded as assets on the statements of financial position because the ownership of the securities remains with the seller.*

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Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Efek-efek yang dijual dengan janji dibeli kembali (repo) diakui sebesar harga pembelian kembali yang disepakati dikurangi beban bunga yang belum diamortisasi. Beban bunga yang belum diamortisasi merupakan selisih antara harga jual dengan harga beli kembali yang disepakati dan diakui sebagai beban bunga selama jangka waktu sejak efek dijual hingga dibeli kembali dengan menggunakan metode suku bunga efektif (EIR). Efek yang dijual tetap dicatat sebagai aset dalam laporan posisi keuangan karena secara substansi kepemilikan efek tetap berada pada pihak Bank sebagai penjual.

Efek-efek yang dijual dengan janji dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

2.k. Kredit yang diberikan

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Cadangan kerugian atas penurunan nilai dilakukan bila terdapat bukti objektif penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

Kredit yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian pinjaman atau hubungan normal antara Bank dan debitur dengan jaminan telah berakhir. Pinjaman yang tidak dapat dilunasi dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Pelunasan kemudian atas pinjaman yang telah dihapusbukukan sebelumnya, dikreditkan ke cadangan kerugian penurunan nilai pinjaman di laporan posisi keuangan.

Restrukturisasi kredit

Restrukturisasi kredit meliputi modifikasi persyaratan kredit, konversi kredit menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

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Securities purchased under agreements to resell are classified as amortized cost.

Securities sold under agreement to repurchase (repo) agreements are recognized at the agreed repurchase price less unamortized interest. The unamortized interest represents the difference between the selling price and the agreed repurchase price and is recognized as interest expense during the period from the sale of securities to the date of repurchase by using Effective Interest Rate (EIR) method. The securities sold are recorded as assets on the statements of financial position because in substance the ownership of the securities remains with the Bank as the seller.

Securities sold under agreement to repurchase are classified as financial liabilities measured at amortized cost.

2.k. Loans

Loans are initially measured at fair value plus incremental transaction costs which can be directly attributable and are additional costs to obtain those financial assets, and subsequently measured at their amortized cost using the effective interest method. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.

Loans are written-off when there are no realistic prospects of collection or when the Bank's normal relationship with the collateralized borrowers has ceased to exist. When loans are deemed uncollectible, they are written-off against the related allowance for impairment losses. Subsequent recoveries of loans written-off are credited to the allowance for impairment losses from loans in the statement of financial position.

Loan restructuring

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

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Kerugian yang timbul dari restrukturisasi kredit yang berkaitan dengan modifikasi persyaratan kredit diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan kredit yang baru, termasuk penerimaan yang diperuntukan sebagai bunga maupun pokok, adalah lebih kecil dari nilai kredit yang diberikan yang tercatat sebelum restrukturisasi.

Untuk restrukturisasi kredit bermasalah dengan cara konversi kredit yang diberikan menjadi saham atau instrumen keuangan lainnya, kerugian dari restrukturisasi kredit diakui hanya apabila nilai wajar penyertaan saham atau instrumen keuangan yang diterima dikurangi estimasi biaya untuk menjualnya, adalah kurang dari nilai tercatat kredit yang diberikan.

2.l. Tagihan dan utang akseptasi

Dalam kegiatan bisnis biasa, Bank memberikan jaminan keuangan, seperti *letters of credit*, bank garansi dan akseptasi.

Setelah pengakuan awal, tagihan dan utang akseptasi dicatat pada biaya perolehan diamortisasi.

Cadangan kerugian penurunan nilai dilakukan bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

2.m. Penurunan nilai aset keuangan dan non-keuangan

i. Penurunan nilai aset keuangan

Bank menganggap instrumen utang memiliki risiko kredit yang rendah ketika peringkat risiko kreditnya setara dengan definisi *investment grade* yang dipahami secara global.

Pengukuran Kerugian Kredit Ekspektasian ("KKE")

Kerugian Kredit Ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit yang diukur sebagai berikut:

- Aset keuangan yang tidak memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini dari seluruh kekurangan kas (yaitu selisih antara arus kas yang terutang kepada Bank sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh Bank);

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Loss on loan restructuring in respect of modification of the terms of the loans are recognized only if the cash value of total future cash receipt specified in the new terms of the loan, including both receipt designated as interest and those designated as loan principal, are less than the recorded amounts of loans before restructuring.

For non-performing restructured loan which involves a conversion of loan into equity or other financial instrument, a loss on loan restructuring is recognized only if the fair value of the equity investment or other financial instrument received, reduced by estimated costs to sell the equity or other financial instrument, is less than the carrying value of the loan.

2.l. Acceptance receivable and payable

In the ordinary course of business, the Bank provides financial guarantees, consisting of letters of credit, bank guarantees and acceptances.

After initial recognition, acceptance receivables and payables are recorded at amortized cost.

Allowances for impairment losses are assessed if there is an indication of impairment by using the impairment methodology as disclosed in Note 2m.

2.m. Impairment of financial and non-financial assets

i. Impairment of financial assets

The Bank considers debt instruments to have low credit risk when the credit risk rating is at par with the globally understood definition of investment grade.

Measurement of Expected Credit Losses ("ECL")

Expected Credit Loss is an estimate of the weighted probability of a credit loss measured as follows:

- *Financial assets that do not deteriorate at the reporting date, the expected credit loss is measured at the difference between the present value of all cash shortages (i.e. the difference between the cash flows owed to the Bank in accordance with the contract and the cash flows expected to be received by the Bank);*

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- Aset keuangan yang memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara jumlah tercatat bruto dan nilai kini arus kas masa depan yang diestimasi;
- Komitmen pinjaman yang belum ditarik, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini jumlah arus kas jika komitmen ditarik dan arus kas yang diperkirakan akan diterima oleh Bank;
- Kontrak jaminan keuangan, kerugian kredit ekspektasian diukur sebesar selisih antara pembayaran yang diperkirakan untuk mengganti pemegang atas kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

Bank mengklasifikasikan kredit yang diberikan menjadi 3 tahap/stage sesuai dengan peningkatan risiko kredit secara signifikan sejak pengakuan awalnya.

Kerugian Kredit Ekspektasian 12 Bulan (Stage 1)

KKE diakui pada saat pengakuan awal instrumen keuangan dan merepresentasikan kekurangan kas sepanjang umur aset yang timbul dari kemungkinan gagal bayar di masa yang akan datang dalam kurun waktu 12 bulan sejak tanggal pelaporan. KKE terus ditentukan oleh dasar ini sampai timbul peningkatan risiko kredit yang signifikan pada instrumen tersebut atau instrumen tersebut telah mengalami penurunan nilai kredit. Jika suatu instrumen tidak lagi dianggap menunjukkan peningkatan risiko kredit yang signifikan, maka KKE dihitung kembali berdasarkan basis 12 bulan.

Peningkatan Risiko Kredit yang Signifikan (Stage 2)

Jika aset keuangan mengalami peningkatan risiko kredit yang signifikan ("SICR") sejak pengakuan awal, kerugian kredit ekspektasian diakui atas kejadian gagal bayar yang mungkin terjadi sepanjang umur aset. Peningkatan signifikan dalam risiko kredit dinilai dengan membandingkan risiko gagal bayar atas eksposur pada tanggal pelaporan dengan risiko gagal bayar saat pengakuan awal (setelah memperhitungkan perjalanan waktu dari akun tersebut). Signifikan tidak berarti signifikan secara statistik, juga tidak dinilai dalam konteks perubahan dalam KKE. Perubahan atas

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- Financial assets that deteriorate at the reporting date, the expected credit loss is measured at the difference between the gross carrying amount and the present value of estimated future cash flows;
- For undisbursed loan commitments, expected credit losses are measured at the difference between the present value of the amount of cash flow if the commitments is withdrawn and the cash flow expected to be received by the Bank;
- For financial guarantee contracts, expected credit losses are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.

The Bank classified the loans into 3 stages in accordance with its significant increase in credit risk since their initial recognition.

12 Months - Expected Credit Losses (Stage 1)

ECL are recognized at the time of initial recognition of a financial instrument and represent the lifetime cash shortfalls arising from possible default events up to 12 months into the future from the reporting date. ECL continues to be determined on this basis until there is either a significant increase in the credit risk of an instrument or the instrument becomes credit-impaired. If an instrument is no longer considered to exhibit a significant increase in credit risk, ECL will revert to being determined on a 12-month basis.

Significant Increase in Credit Risk (Stage 2)

If a financial asset experiences a significant increase in credit risk ("SICR") since initial recognition, an expected credit loss provision is recognized for default events that may occur over the lifetime of the asset. Significant increase in credit risk is assessed by comparing the risk of default of an exposure at the reporting date to the risk of default at origination (after taking into account the passage of time). Significant does not mean statistically significant nor is it assessed in the context of changes in ECL. Whether a change in the risk of default is significant or not is assessed

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risiko gagal bayar dinilai signifikan atau tidak, dinilai menggunakan sejumlah faktor kuantitatif dan kualitatif, yang bobotnya bergantung pada tipe produk dan pihak lawan. Aset keuangan dengan tunggakan 30 hari atau lebih dan tidak mengalami penurunan nilai akan selalu dianggap telah mengalami peningkatan risiko kredit yang signifikan.

Eksposur yang Mengalami Penurunan Nilai Kredit atau Gagal Bayar (Stage 3)

Aset hanya akan dianggap mengalami penurunan nilai dan kerugian kredit ekspektasian sepanjang umurnya diakui, jika terdapat bukti objektif penurunan nilai yang dapat diobservasi. Faktor-faktor yang diobservasi ini, termasuk antara lain aset gagal bayar atau mengalami kesulitan keuangan yang signifikan atau mengalami *forbearance* atas kredit yang mengalami penurunan nilai.

Aset keuangan yang mengalami penurunan nilai kredit atau gagal bayar merupakan aset yang setidaknya telah memiliki tunggakan lebih dari 90 hari atas pokok dan/atau bunga. Aset keuangan juga dianggap mengalami penurunan nilai kredit di mana debitur kemungkinan besar tidak akan membayar dengan terjadinya satu atau lebih kejadian yang teramati yang memiliki dampak menurunkan jumlah estimasi arus kas masa depan dari aset keuangan tersebut. Cadangan kerugian penurunan nilai terhadap aset keuangan yang mengalami penurunan nilai ditentukan berdasarkan penilaian terhadap arus kas yang dapat dipulihkan berdasarkan sejumlah skenario, termasuk realisasi jaminan yang dimiliki jika memungkinkan.

Aset Keuangan yang Direstrukturasikan

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut:

- Jika restrukturisasi tidak mengakibatkan penghentian pengakuan aset yang ada, maka arus kas yang diperkirakan yang timbul dari aset keuangan yang dimodifikasi dimasukkan dalam perhitungan kekurangan kas dari aset yang ada.

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using a number of quantitative and qualitative factors, the weight of which depends on the type of product and counterparty. Financial assets that are 30 days or more past due and not credit-impaired will always be considered to have experienced a significant increase in credit risk.

Credit Impaired or Defaulted Exposures (Stage 3)

An asset is only considered credit impaired and lifetime expected credit losses recognized, if there is observed objective evidence of impairment. These factors, which includes, amongst other factors, assets in default or experiencing significant financial difficulty, or experiencing forbearance on impaired credit.

Financial assets that are credit impaired or in default represent those that are at least 90 days past due in respect of principal and/or interest. Financial assets are also considered to be credit impaired where the debtors are unlikely to pay on the occurrence of one or more observable events that have a detrimental impact on the estimated future cash flows of the financial asset. Loss provisions against credit impaired financial assets are determined based on an assessment of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate.

Restructured Financial Assets

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows:

- *If the restructuring does not result in the termination of recognition of existing assets, then the estimated cash flows arising from the modified financial assets are included in the calculation of cash shortages of existing assets.*

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- Jika restrukturisasi akan menghasilkan penghentian pengakuan aset yang ada, maka nilai wajar aset baru diperlakukan sebagai arus kas akhir dari aset keuangan yang ada pada saat penghentian pengakuannya. Jumlah ini dimasukkan dalam perhitungan kekurangan kas dari aset keuangan yang ada yang didiskontokan dari tanggal penghentian pengakuan ke tanggal pelaporan menggunakan suku bunga efektif awal dari aset keuangan yang ada.

Aset Keuangan yang Memburuk

Pada setiap tanggal pelaporan, Bank menilai apakah aset keuangan yang dicatat pada biaya perolehan diamortisasi dan aset keuangan instrumen utang yang dicatat pada nilai wajar melalui penghasilan komprehensif lain mengalami penurunan nilai (memburuk). Aset keuangan memburuk ketika satu atau lebih peristiwa yang memiliki dampak merugikan atas estimasi arus kas masa depan dari aset keuangan telah terjadi.

Kriteria yang digunakan oleh Bank untuk menentukan bukti objektif penurunan nilai adalah sebagai berikut:

- Kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- Pelanggaran kontrak, seperti peristiwa gagal bayar atau peristiwa tunggakan;
- Pihak pemberi pinjaman, untuk alasan ekonomik atau kontraktual sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, telah memberikan konsesi pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- Terjadi kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya; atau
- Hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- Pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi.

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- *If the restructuring will result in a derecognition of the existing assets, the fair value of the new asset is treated as the final cash flow of the existing financial assets at the time of derecognition. This amount is included in the calculation of cash shortages from existing financial assets which are discounted from the date of derecognition to the reporting date using the initial effective interest rate of the existing financial assets.*

Credit-impaired Financial Assets

At each reporting date, the Bank assesses whether the financial assets recorded at amortized cost and the financial assets of debt instruments which are recorded at fair value through other comprehensive income are credit-impaired (worsening). Financial assets deteriorate when one or more events that have an adverse effect on the estimated future cash flows of the financial assets have occurred.

The criteria used by the Bank to determine that there is objective evidence of impairment include:

- *Significant financial difficulties experienced by the issuer or the borrower;*
- *Breach of contract, such as a default or arrears;*
- *The lender, for economic or contractual reasons in relation to the financial difficulties experienced by the borrower, has given concessions to the borrower which is not possible if the borrower does not experience such difficulties;*
- *It is probable that the borrower will enter bankruptcy or the other financial reorganization; or*
- *Loss of an active market for financial assets due to financial difficulties.*
- *Purchase or issuance financial asset at significant discount which reflect the credit loss that occurs.*

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Aset Keuangan yang dibeli atau yang berasal dari aset keuangan yang mengalami penurunan nilai (*Purchased or originated credit-impaired financial assets - POCI*)

Aset keuangan dikategorikan sebagai POCI apabila terdapat bukti objektif penurunan nilai pada saat pengakuan awal. Pada saat pengakuan awal, tidak ada penyisihan kerugian kredit yang diakui karena harga pembelian atau nilainya telah termasuk estimasi kerugian kredit sepanjang umurnya. Selanjutnya, perubahan kerugian kredit sepanjang umurnya, apakah positif atau negatif, diakui dalam laporan laba rugi sebagai bagian dari cadangan kerugian penurunan nilai.

Penyajian penyisihan kerugian kredit ekspektasian dalam laporan posisi keuangan

Penyisihan kerugian kredit ekspektasian disajikan dalam laporan posisi keuangan sebagai berikut:

- aset keuangan yang diukur pada biaya perolehan diamortisasi, penyisihan kerugian kredit ekspektasian disajikan sebagai pengurang dari jumlah tercatat bruto aset;
- komitmen pinjaman dan kontrak jaminan keuangan, penyisihan kerugian kredit ekspektasian disajikan sebagai provisi;
- instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, penyisihan kerugian kredit ekspektasian tidak diakui dalam laporan posisi keuangan karena jumlah tercatat dari aset-aset ini adalah nilai wajarnya. Namun demikian penyisihan kerugian kredit ekspektasian diungkapkan dan diakui dalam penghasilan komprehensif lain.

Perhitungan penurunan nilai secara individual

Bank menetapkan kredit yang diberikan yang harus dievaluasi penurunan nilainya secara individual jika kredit yang diberikan diklasifikasikan sebagai *Stage 3* dan dianggap signifikan secara individual. Bank menghitung KKE dengan mengestimasi arus kas ekspektasian dari kredit yang diberikan.

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Purchased or originated credit-impaired financial assets – POCI

Financial assets are categorized as POCI if there is objective evidence of impairment at initial recognition. At initial recognition, no allowance for credit losses is recognized because the purchase price or value has included lifetime estimated credit losses. Furthermore, changes in lifetime credit losses, whether positive or negative, are recognized in the statement of profit or loss as part of the allowance for impairment losses.

Presentation of allowance for expected credit losses in statements of financial position

Allowance for expected credit losses is presented in the statement of financial positions as follows:

- *Financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;*
- *Loan commitments and financial guarantee contracts, allowance for expected credit losses is presented as a provision;*
- *Debt instruments measured at fair value through other comprehensive income, allowance for expected credit losses are not recognized in the statement of financial position because the carrying amounts of these assets are at their fair values. However, allowance for expected credit losses is disclosed and recognized in other comprehensive income.*

Individual impairment calculation

The Bank determines that loans should be evaluated for impairment through individual evaluation if loans are classified as Stage 3 and considered individually significant. The Bank assesses ECL by estimating the expected future cash flow from the loans.

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Perhitungan penurunan nilai secara kolektif

Bank menetapkan kredit yang diberikan yang harus dievaluasi penurunan nilainya secara kolektif jika kredit yang diberikan diklasifikasikan sebagai *Stage 1*, *Stage 2* dan *Stage 3* yang tidak dianggap signifikan secara individual. Bank menghitung KKE menggunakan pendekatan kolektif dengan model parameter risiko yang menggunakan beberapa parameter utama, antara lain *Probability of Default* ("PD"), *Loss Given Default* ("LGD"), *Exposure at Default* ("EAD"), dan tingkat diskonto setelah memperhitungkan informasi perkiraan masa depan, termasuk faktor makroekonomi.

Bank menggunakan model yang kompleks yang menggunakan matriks PD, LGD dan EAD.

a. *Probability of Default* ("PD")

Probabilitas yang timbul di suatu waktu dimana debitur mengalami gagal bayar, dikalibrasikan sampai dengan periode 12 bulan dari tanggal laporan (*Stage 1*) atau sepanjang umur (*Stage 2* dan *3*) dan digabungkan pada dampak asumsi ekonomi masa depan yang memiliki risiko kredit. PD diestimasi pada poin *in time* di mana hal ini berfluktuasi sejalan dengan siklus ekonomi.

b. *Loss Given Default* ("LGD")

Kerugian yang diperkirakan akan timbul dari debitur yang mengalami gagal bayar dengan menggabungkan dampak dari asumsi ekonomi masa depan yang relevan (jika ada) di mana hal ini mewakili perbedaan antara arus kas kontraktual yang akan jatuh tempo dengan arus kas yang diharapkan untuk diterima. Bank mengestimasi LGD berdasarkan data historis dari tingkat pemulihan dan memperhitungkan pemulihan yang berasal dari jaminan terhadap aset keuangan dengan mempertimbangkan asumsi ekonomi di masa depan jika relevan.

c. *Exposure at Default* ("EAD")

Perkiraan nilai eksposur neraca pada saat gagal bayar dengan mempertimbangkan bahwa perubahan ekspektasi yang diharapkan selama masa eksposur. Hal ini menggabungkan dampak penarikan fasilitas yang

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Collective impairment calculation

The Bank determines that loans should be evaluated for impairment through collective evaluation if loans are classified as *Stage 1*, *Stage 2* and *Stage 3* which are not considered individually significant. The Bank assesses ECL using collective approach with the risk parameter modelling that incorporates a number of key parameters, including the *Probability of Default* ("PD"), *Loss Given Default* ("LGD"), *Exposure at Default* ("EAD"), and discount rate after taking into consideration forward-looking information, including macroeconomic factors.

The Bank primarily uses sophisticated models that utilise the PD, LGD and EAD metrics.

a. *Probability of Default* ("PD")

The probability at a point in time that a counterparty will default, calibrated over up to 12 months from the reporting date (*Stage 1*) or over the lifetime of the product (*Stage 2* and *3*) and incorporated to the impact of forward-looking economic assumptions that have an effect on credit risk. PD is estimated at a point in time that means it will fluctuate in line with the economic cycle.

b. *Loss Given Default* ("LGD")

The loss that is expected to arise on default, incorporating the impact of relevant forward-looking economic assumptions (if any), which represents the difference between the contractual cash flows due and those that the Bank expects to receive. The Bank estimates LGD based on the historical recovery rates and considers the recovery of any collateral that is integral to the financial assets, taking into account forward-looking economic assumptions if relevant.

c. *Exposure at Default* ("EAD")

The expected balance sheet exposure at the time of default, taking into account that expected change in exposure over the lifetime of the exposure. This incorporates the impact of drawdowns of committed facilities, repayments of

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committed, pembayaran pokok dan bunga, amortisasi dan pembayaran dipercepat, bersama dengan dampak asumsi ekonomi masa depan jika relevan.

Untuk menentukan kerugian kredit ekspektasian komponen-komponen ini akan diperhitungkan secara bersama-sama dan didiskontokan ke tanggal laporan keuangan menggunakan diskonto berdasarkan suku bunga efektif.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan

Ketika kredit yang diberikan tidak tertagih, kredit yang diberikan tersebut dihapusbuku dengan menjurnal balik cadangan kerugian penurunan nilai. Kredit yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun sebelumnya dicatat sebagai pendapatan operasional selain pendapatan bunga.

ii. Penurunan nilai aset non-keuangan

Nilai tercatat dari aset yang bukan aset keuangan Bank, kecuali aset pajak tangguhan, ditelaah setiap tanggal pelaporan untuk menentukan apakah terdapat indikasi penurunan nilai. Jika indikasi tersebut ada, maka nilai yang dapat dipulihkan dari aset tersebut akan diestimasi.

Nilai yang dapat diperoleh kembali dari suatu aset atau unit penghasil kas adalah sebesar jumlah yang lebih tinggi antara nilai pakainya dan nilai wajar aset atau unit penghasil kas dikurangi biaya untuk menjual. Dalam menilai nilai pakai, estimasi arus kas masa depan didiskontokan ke nilai sekarang dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar saat ini terhadap nilai kas kini dan risiko spesifik terhadap aset tersebut.

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principal and interest, amortisation and early payments, together with the impact of forward-looking economic assumptions if relevant.

To determine the expected credit loss, these components are multiplied together and discounted to the balance sheet date using the effective interest rate as the discount rate.

Recoveries of written-off financial assets

When a loan is uncollectible, it is written off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off financial assets from previous years are recorded as operational income other than interest income.

ii. Impairment of non-financial assets

The carrying amounts of the Bank's non-financial assets, other than deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount will be estimated.

The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

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Cadangan penurunan nilai diakui pada tahun sebelumnya dinilai pada setiap tanggal pelaporan untuk melihat adanya indikasi bahwa kerugian telah menurun atau tidak ada lagi. Kerugian penurunan nilai di jurnal balik jika terdapat perubahan estimasi yang digunakan dalam menentukan nilai yang dapat dipulihkan.

Cadangan kerugian penurunan nilai di jurnal balik hanya hingga nilai tercatat aset tidak melebihi nilai tercatat yang telah ditentukan, dikurangi dengan depresiasi atau amortisasi, jika cadangan penurunan nilai tidak pernah diakui.

Bank tidak diwajibkan lagi untuk membentuk cadangan kerugian penurunan nilai untuk aset non produktif, tetapi Bank tetap harus menghitung cadangan kerugian penurunan nilai mengacu pada standar akuntansi yang berlaku (Catatan 14b).

2.n. Aset tetap, aset hak-guna dan liabilitas sewa

Aset tetap

Bank menerapkan kebijakan akuntansi model revaluasi untuk aset tetap berupa tanah dan bangunan. Aset tetap selain tanah dan bangunan menggunakan model biaya.

Tanah dan bangunan disajikan sebesar nilai wajar, dikurangi akumulasi penyusutan untuk bangunan. Penilaian terhadap tanah dan bangunan dilakukan oleh penilai independen eksternal yang telah memiliki sertifikasi. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya. Akumulasi penyusutan pada tanggal revaluasi dieliminasi terhadap nilai tercatat bruto aset, dan nilai netonya disajikan kembali sebesar nilai revaluasian aset tetap.

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi setiap 3 tahun sekali, dengan mempertimbangkan kondisi pada tahun tersebut.

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Allowance for impairment loss recognized in prior year is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

Allowance for impairment losses is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

The Bank is not required to provide an allowance for impairment losses for non-productive assets, but the Bank should still calculate the impairment losses in accordance with the applicable accounting standards (see Note 14b).

2.n. Fixed assets, right-of-use assets and lease liabilities

Fixed assets

Bank applies revaluation model as accounting policy for land and buildings. Fixed assets other than land and buildings apply cost model.

Land and buildings are stated at fair value, less subsequent depreciation for buildings. Valuation of land and buildings is performed by external independent valuers with certain qualification. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

If the fair value of the revalued asset change significantly, it is necessary to revalue on an annual basis, whereas if the fair value of the revalued asset does not change significantly, it is necessary to revalue every 3 years, taking the conditions of the related year into considerations.

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Kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai "Surplus Revaluasi Aset Tetap" dan disajikan sebagai "Penghasilan Komprehensif Lain". Penurunan nilai tercatat yang timbul dari revaluasi, jika ada, dicatat sebagai beban pada tahun berjalan. Apabila aset tersebut memiliki saldo "Surplus Revaluasi Aset Tetap" maka selisih penurunan nilai tercatat tersebut dibebankan terhadap "Surplus Revaluasi Aset Tetap" yang disajikan sebagai "Penghasilan Komprehensif Lain" dan sisanya diakui sebagai beban tahun berjalan.

Surplus revaluasi yang dipindahkan ke saldo laba adalah sebesar perbedaan biaya perolehan awalnya. Pemindahan surplus revaluasi ke saldo laba tidak dilakukan melalui laba rugi.

Aset tetap, selain tanah dan bangunan, pada awalnya dinyatakan sebesar harga perolehan. Biaya perolehan mencakup harga pembelian dan semua pengeluaran-pengeluaran yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diperlukan untuk memungkinkan aset tersebut beroperasi sebagaimana ditentukan oleh manajemen. Setelah pengukuran awal, aset tetap diukur dengan model biaya, dicatat pada harga perolehan dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai aset.

Tanah, termasuk biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali, diakui sebagai bagian dari biaya perolehan aset tanah dan tidak diamortisasi. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah ditangguhkan dan diamortisasi sepanjang umur hukum hak atau umur ekonomi tanah, mana yang lebih pendek.

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus atau saldo menurun berganda berdasarkan taksiran masa manfaat aset tetap sebagai berikut:

Increase in the carrying amount arising from revaluation of land and buildings is recorded in "Revaluation Surplus of Fixed Assets" and presented as "Other Comprehensive Income". Decrease in carrying amount as a result of revaluation, if any, is recorded as expenses in the current year. If the asset does have balance on its "Revaluation Surplus of Fixed Assets", loss from revaluation of fixed asset is charged to "Revaluation Surplus of Fixed Assets" which is presented as "Other Comprehensive Income" and the remaining balance is charged to current year's expenses.

The amount of the surplus transferred would be the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. Transfer from revaluation surplus to retained earnings is not made through profit and loss.

Fixed assets, except land and buildings, are initially recognized at cost. Acquisition cost includes purchase price and expenditures directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner attended by management. Subsequent to initial measurement, fixed assets are measured using cost model, carried at its cost less accumulated depreciation and accumulated impairment losses.

Land, including legal cost incurred when the land was first acquired, is recognized as part of the land acquisition cost and not amortized. The cost of the extension or renewal of legal right over land is deferred and amortized over the life of legal life or economic life of the land, whichever is shorter.

Depreciations of fixed assets other than land are calculated on a straight-line or double declining balance method based on the estimated useful lives of the assets as follows:

	Tahun/ Years	
Bangunan	20	Buildings
Peralatan dan perabot kantor, kendaraan dan perbaikan gedung	4 - 8	Office equipment and furniture and fixtures, vehicles and building improvements

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Beban perbaikan dan pemeliharaan dibebankan pada laba rugi; sedangkan renovasi dan penambahan yang jumlahnya signifikan dan memperpanjang masa manfaat dikapitalisasi ke aset tetap yang bersangkutan. Nilai tercatat serta akumulasi penyusutan atas aset tetap yang tidak digunakan lagi atau dijual, dikeluarkan dari kelompok aset tetap yang bersangkutan, dan laba atau ruginya diakui dalam laba rugi.

Aset dalam penyelesaian merupakan aset yang masih dalam proses pembangunan dan belum siap untuk digunakan, serta dimaksudkan untuk dipergunakan dalam kegiatan usaha. Aset ini dicatat sebesar biaya yang telah dikeluarkan dan dipindahkan ke aset tetap yang bersangkutan pada saat selesai dan siap digunakan.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diperhitungkan dalam laba rugi pada periode aset tersebut dihentikan pengakuannya.

Pada setiap akhir tahun buku, Bank melakukan penelaahan atas nilai residu, masa manfaat dan metode penyusutan dan disesuaikan secara prospektif.

Aset hak-guna dan liabilitas sewa

Pada tanggal permulaan kontrak, Bank menilai apakah kontrak merupakan atau mengandung sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Bank dapat memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk:

- sewa dengan jangka waktu kurang atau sama dengan 12 bulan dan tidak terdapat opsi beli;
- sewa atas aset dengan nilai rendah.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi, Bank harus menilai apakah:

- Bank memiliki hak untuk mengoperasikan aset; dan

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Normal repair and maintenance expenses are charged to the profit or loss; while renovation and betterments, which are significant and prolong the useful life of assets, are capitalized to the respective assets. The carrying amount and the related accumulated depreciation of fixed assets which are not utilized anymore or sold, are removed from the related Bank of assets, and the gains or losses are recognized in the profit or loss.

Construction in progress consists of assets that are still in progress of construction and are not ready for use yet and are intended to be used for business activity. This account is recorded based on the amount paid and transferred to the respective fixed assets when completed and ready to use.

An item of fixed asset is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period such asset is derecognized.

The residual values, useful lives and methods of depreciation of fixed asset are reviewed by Bank and adjusted prospectively, if appropriate, at the end of each year.

Right-of-use assets and lease liabilities

At the inception of a contract, the Bank assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Bank can choose not to recognise the right-of-use asset and lease liabilities for:

- Leases with a term of less or equal to 12 months and there is no call option;
- Leases of low value assets.

To assess whether a contract conveys the right to control the use of an identified asset, the Bank shall assess whether:

- The Bank has the right to operate the assets; and

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- Bank telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Bank mengakui liabilitas sewa sebesar jumlah pembayaran sewa yang masih harus dibayar hingga akhir masa sewa yang didiskontokan dengan menggunakan suku bunga pinjaman inkremental. Sedangkan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang dibayarkan, biaya pemulihan dan pembayaran sewa yang dilakukan pada atau sebelum tanggal mulai sewa, dikurangi insentif sewa yang diterima. Aset hak guna disusutkan dengan metode garis lurus selama jangka waktu yang lebih pendek antara masa sewa dengan estimasi masa manfaat aset.

Jika kepemilikan aset sewa dialihkan ke Bank pada akhir masa sewa atau pembayaran sewa mencerminkan pelaksanaan opsi pembelian, penyusutan dihitung menggunakan estimasi masa manfaat ekonomis aset. Aset hak-guna diuji penurunan nilainya sesuai dengan PSAK 48 tentang "Penurunan Nilai Aset".

Pada tanggal dimulainya sewa, Bank mengakui liabilitas sewa yang diukur pada nilai kini dari pembayaran sewa masa depan yang akan dibayarkan selama masa sewa. Pembayaran sewa termasuk pembayaran tetap (termasuk pembayaran tetap secara-substansi) dikurangi piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau suku bunga, dan jumlah yang diharapkan akan dibayar dalam jaminan nilai residu. Pembayaran sewa juga termasuk harga eksekusi opsi pembelian yang wajar jika dipastikan akan dilakukan oleh Bank dan pembayaran penalti untuk mengakhiri sewa, jika jangka waktu sewa mencerminkan Bank mengeksekusi opsi penghentian sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau suku bunga diakui sebagai beban pada periode di mana peristiwa atau kondisi yang memicu pembayaran terjadi.

Dalam menghitung nilai kini dari pembayaran sewa, Bank menggunakan suku bunga pinjaman inkremental penyewa pada tanggal dimulainya sewa karena suku bunga implisit dalam sewa tidak dapat ditentukan. Setelah tanggal dimulainya sewa, jumlah liabilitas sewa

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- *The Bank has designed the assets by predetermining how and for what purpose it will be used.*

The Bank recognized lease liabilities at the amount of lease payments accrued to the end of the lease term which is discounted using the incremental borrowing rate. While the right-of-use assets includes the amount of lease liabilities recognized, initial direct costs paid, restoration costs and lease payments on or before the start date of the lease, less lease incentives received. Right-of-use are depreciated using the straight-line method over the shorter period between the lease term and the estimated useful life of the asset.

If the ownership of lease asset is transferred to the Bank at the end of the lease term or the lease payments reflect the exercise of the purchase option, depreciation is calculated using the estimated useful life of the assets. Right-of-use assets are tested for impairment in accordance with PSAK 48 regarding "Impairment of Assets".

On the initial lease date, the Bank recognized lease liabilities which measured at the present value of future lease payments that will be paid over the lease term. Lease payments include fixed payments (including substantially fixed payments), less lease incentive receivables, variable lease payments that depends on index or interest rate, and the expected amount to be paid in a residual value guarantee. Lease payments also include the reasonable exercise price for the purchase option if it is determined to be made by the Bank and the payment of a penalty to terminate the lease, if the lease term reflects the Bank exercising the lease termination option. Variable lease payments that are not depends on an index or interest rate are recognized as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Bank uses the lessee's incremental borrowing rate at the inception date of the lease since the implicit interest rate in the lease cannot be determined. After the inception date of the lease, the amount of the

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ditingkatkan untuk mencerminkan pertambahan bunga dan dikurangi pembayaran sewa yang dilakukan. Selain itu, jumlah tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan jangka waktu sewa, perubahan pembayaran sewa, atau perubahan dalam penilaian opsi untuk membeli aset pendasar.

Sewa jangka pendek (dengan jangka waktu kurang atau sama dengan 12 bulan) dan sewa aset bernilai rendah, serta elemen-elemen sewa tersebut, sebagian atau seluruhnya tidak menerapkan prinsip-prinsip pengakuan yang ditentukan oleh PSAK 73 akan diperlakukan sama dengan sewa operasi pada PSAK 30. Bank akan mengakui pembayaran sewa tersebut dengan dasar garis lurus selama masa sewa dalam laporan laba rugi dan penghasilan komprehensif lain. Beban ini dicatat pada beban umum dan administrasi dalam laporan laba rugi.

Penerapan pencatatan PSAK 73 berlaku untuk seluruh sewa (kecuali sebagaimana yang disebutkan sebelumnya), yaitu sebagai berikut:

- a. Menyajikan aset hak-guna sebagai bagian dari aset tetap dan liabilitas sewa disajikan sebagai bagian dari liabilitas lain-lain dalam laporan posisi keuangan, yang diukur pada nilai kini dari pembayaran sewa masa depan;
- b. Mencatat penyusutan aset hak-guna dan bunga atas liabilitas sewa dalam laporan laba rugi dan penghasilan komprehensif; dan
- c. Memisahkan jumlah total pembayaran ke bagian pokok (disajikan dalam kegiatan pendanaan) dan bunga (disajikan dalam kegiatan operasional) dalam laporan arus kas.

2.o. Agunan yang diambil alih

Agunan yang diambil alih disajikan dalam akun aset lain-lain.

Agunan yang diambil alih dinyatakan sebesar nilai realisasi bersih atau sebesar nilai *outstanding* kredit yang diberikan, mana yang lebih rendah. Nilai realisasi bersih adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai realisasi neto dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai kredit.

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lease liability is increased to reflect the interest increase and less lease payments made. Furthermore, the lease liabilities carrying amount is remeasured if there are modifications, changes in term of the lease, lease payments, or the valuation of the option to purchase the underlying asset.

Short-term leases (with term of less or equal to 12 months) and leases of low-value assets, and elements of those leases, partially or entirely not applying the recognition principles stipulated by PSAK 73 will be treated the same as operating leases in PSAK 30. The Bank will recognize these lease payments on a straight-line basis during the lease period on the statement of profit or loss and other comprehensive income. This expense is recorded under general and administrative expenses in profit or loss.

The recording implementation of PSAK 73 is applied for all leases (except as stated earlier), as follows:

- a. Presents right-of-use assets as part of fixed assets and lease liabilities presented as part of other liabilities in the statement of financial position which measured at the present value of the future lease payments;*
- b. Records depreciation of right-of-use assets and interest on lease liabilities in the statement of profit or loss and other comprehensive income; and*
- c. Separates the total amount of cash paid into principal portion (presented within financing activities) and interest (presented within operating activities) in the statement of cash flows.*

2.o. Foreclosed assets

Foreclosed assets are presented in the other assets account.

Foreclosed assets are stated at net realizable value or stated at loan outstanding amount, whichever is lower. Net realizable value is the fair value of the foreclosed assets less estimated costs of disposing the assets. The excess of loan receivable over the net realizable value of the foreclosed assets is charged to allowance for loan impairment losses.

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Selisih antara nilai agunan yang diambil alih dan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan.

Manajemen mengevaluasi nilai agunan yang diambil alih secara berkala. Cadangan kerugian penurunan nilai pada agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

Beban-beban sehubungan dengan perolehan dan pemeliharaan agunan yang diambil alih dibebankan pada laba rugi tahun berjalan pada saat terjadinya.

2.p. Aset lain-lain

Terdiri dari aset yang tidak material yang tidak dapat digolongkan dalam pos-pos sebelumnya. Aset lain-lain dinyatakan sebesar nilai tercatat, yaitu harga perolehan setelah dikurangi dengan akumulasi amortisasi, penurunan nilai atau cadangan kerugian.

2.q. Liabilitas segera

Liabilitas segera merupakan liabilitas Bank kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai dengan perintah pemberi amanat atau perjanjian yang ditetapkan sebelumnya. Liabilitas segera dinyatakan sebesar nilai liabilitas Bank kepada pemberi amanat.

2.r. Simpanan dari nasabah dan simpanan dari Bank lain

Simpanan dari nasabah dan simpanan dari bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

2.s. Pendapatan dan beban bunga

Pendapatan dan beban bunga diakui dalam laba rugi dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran dan penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan

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The difference between the value of the foreclosed assets and the proceeds from the sale of such property is recorded as a gain or loss when the property is sold.

Management evaluates the value of foreclosed assets regularly. An allowance for possible losses on foreclosed assets are provided based on the decline in value of foreclosed assets.

Expenses in relation with the acquisition and maintenance of foreclosed assets are charged in the profit or loss in the current year.

2.p. Other assets

Represent immaterial assets that cannot be classified under the above accounts. Other assets are stated at carrying amount, which is cost less accumulated amortization, allowance for impairment losses or possible losses.

2.q. Obligations due immediately

Obligations due immediately represent the Bank's liabilities to beneficiaries that are payable immediately in accordance with the demand from the beneficiaries or as agreed upon by the Bank's and the beneficiaries. Obligation due immediately are stated at outstanding payables to the beneficiaries.

2.r. Deposits from customer and deposits from other banks

Deposits from customer and deposits from other banks are initially measured at fair value plus directly attributable transaction costs and subsequently measured at their amortized cost using the effective interest method.

2.s. Interest income and expense

Interest income and expenses are recognized in the profit or loss using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses.

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kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang.

Perhitungan suku bunga efektif mencakup biaya transaksi (Catatan 2e.ii) dan seluruh imbalan/provisi dan bentuk lain yang dibayarkan atau diterima yang merupakan bagian tak terpisahkan dari suku bunga efektif.

Pendapatan dan beban bunga yang disajikan di dalam laba rugi meliputi:

- a. Pendapatan dan beban bunga atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

Untuk aset keuangan yang memburuk setelah pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan dihitung dengan menerapkan tingkat bunga efektif terhadap nilai tercatat bruto dari aset keuangan tersebut.

- b. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar atas aset keuangan yang dikasifikasikan dalam kelompok nilai wajar melalui penghasilan komprehensif lain diakui secara langsung dalam laba rugi komprehensif (merupakan bagian dari ekuitas) sampai aset keuangan tersebut dihentikan pengakuannya atau adanya penurunan nilai, kecuali keuntungan atau kerugian akibat perubahan nilai tukar untuk instrumen utang.

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The calculation of the effective interest rate includes transaction costs (Note 2e.ii) and all fees and points paid or received that are an integral part of the effective interest rate.

Interest income and expenses presented in the profit or loss include:

- a. *Interest income and expense on financial assets measured at fair value through other comprehensive income as well as financial assets and financial liabilities recorded at amortized cost are recognized in the statement of profit or loss using the effective interest method.*

The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for allowance for impairment.

In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not a deteriorated financial asset) or to the amortized cost of a liability.

For financial assets that deteriorated after initial recognition, interest income is calculated by applying an effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will be calculated by applying an effective interest rate to the gross carrying amount of the financial asset.

- b. *Gains and losses arising from changes in the fair value of fair value through other comprehensive income financial assets other than foreign exchange gains or losses on debt instrument are recognized directly in other comprehensive income (as part of equity), until the financial asset is derecognized or impaired, except gain or loss arising from changes in exchanges rate for debt instrument.*

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Pada saat aset keuangan dihentikan pengakuannya atau dilakukan penurunan nilai, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui pada laba rugi.

2.t. Provisi dan komisi

Pendapatan dan beban provisi dan komisi yang signifikan dan merupakan bagian tak terpisahkan dari suku bunga efektif atas aset keuangan atau liabilitas keuangan dimasukkan ke dalam perhitungan suku bunga efektif.

Pendapatan provisi dan komisi lainnya termasuk provisi yang terkait dengan kegiatan perkreditan, kegiatan ekspor-impor, provisi sebagai pengatur sindikasi dan provisi atas jasa diakui pada saat jasa tersebut dilakukan.

Beban provisi dan komisi lainnya sehubungan dengan transaksi antar bank diakui sebagai beban pada saat jasa tersebut diterima.

Apabila pinjaman diselesaikan sebelum jatuh tempo, maka saldo pendapatan provisi dan komisi yang belum diamortisasi diakui pada saat pinjaman diselesaikan.

2.u. Keuntungan/(kerugian) perubahan nilai wajar aset keuangan

Keuntungan/(kerugian) perubahan nilai wajar instrumen keuangan merupakan perubahan nilai wajar dari efek-efek dan instrumen derivatif yang ditetapkan pada nilai wajar melalui laba rugi.

2.v. Provisi

Provisi diakui jika, sebagai akibat peristiwa masa lalu, Bank memiliki kewajiban kini, baik bersifat hukum maupun bersifat konstruktif, yang dapat diestimasi secara andal, dan kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi.

2.w. Liabilitas imbalan pasca-kerja

i. Imbalan pasca-kerja

Skema pensiun diklasifikasikan sebagai program iuran pasti atau program imbalan pasti, tergantung pada substansi ekonomi dari syarat dan kondisi utama program tersebut. Program iuran pasti adalah program pensiun yang mewajibkan Bank membayar sejumlah iuran tertentu kepada entitas terpisah.

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When a financial asset is derecognized or impaired, the cumulative gains or losses previously recognized in equity are recognized in profit or loss.

2.t. Fees and commissions

Fees and commission income and expenses that are significant and integral to the effective interest rate on financial asset or financial liability are included in the measurement of the effective interest rate.

Other fees and commission income, including credit related fees, export-import related fees, syndication lead arranger fees, and provision for services are recognized when the related services are performed.

Other fees and commission expense related mainly to inter-bank transaction are recognized as expense when the service are received.

The outstanding balances of unamortized fees and commissions on loans terminated or settled prior to maturity are recognized as income when the loans are settled.

2.u. Gain/(loss) from changes in fair value of financial assets

Gain/(loss) from changes in fair value of financial instruments represent changes in fair value of securities and derivative instruments designated at fair value through profit or loss.

2.v. Provisions

A provision is recognized if, as a result of a past event, the Bank has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

2.w. Post-employment benefits liability

i. Post-employment benefits

Pension schemes are classified as either defined contribution plans or defined benefit plans, depending on the economic substance of the plan as derived from its principal terms and conditions. A defined contribution plan is a pension plan under which the Bank pays fixed contributions into a separate entity.

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Bank tidak memiliki kewajiban hukum atau konstruktif untuk membayar iuran lebih lanjut jika entitas tersebut tidak memiliki aset yang cukup untuk membayar seluruh imbalan atas jasa yang diberikan pekerja pada periode berjalan dan tahun-tahun sebelumnya. Program imbalan pasti adalah program pensiun yang bukan merupakan program iuran pasti. Program imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya berdasarkan pada satu atau lebih faktor seperti usia, masa kerja, dan kompensasi.

Bank harus mencadangkan jumlah minimal imbalan pensiun sesuai dengan Undang-Undang No. 11/2020 tentang Cipta Kerja ("UUCK") sebagaimana telah diamendemen dengan Perpu No.2/2022 dan UU No.6/2023 atau Perjanjian Kerja Bersama ("PKB") atau Peraturan Perusahaan ("PP"), mana yang lebih tinggi. Karena UUCK atau PKB atau PP menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya, program pensiun berdasarkan UUCK atau PKB atau PP adalah program imbalan pasti.

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan setara dengan nilai kini kewajiban imbalan pasti pada akhir tahun pelaporan. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*.

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga obligasi korporat berkualitas tinggi dalam denominasi mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun. Apabila tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan bunga obligasi pemerintah.

Biaya jasa lalu diakui segera dalam laba rugi. Keuntungan dan kerugian atas kurtailmen atau penyelesaian suatu program imbalan pasti diakui pada saat kurtailmen atau penyelesaian tersebut terjadi.

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The Bank has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive upon retirement, usually dependent on one or more factors such as age, years of service and compensation.

The Bank is required to provide a minimum amount of pension benefit in accordance with Law No. 11/2020 on Job Creation ("JCL") as amended by Perpu No.2/2022 and Law No.6/2023 or the Bank's Collective Labour Agreement (the "CLA") or Company Regulation ("CR"), whichever is higher. Since the JCL or the CLA or the CR sets the formula for determining the minimum amount of benefits, in substance pension plans under the JCL or the CLA or the CR represent defined benefit plans.

The liability recognized in the statement of financial position in respect of defined benefit pension plans is equivalent to the present value of the defined benefit obligation at the end of the reporting year. The defined benefit obligation is calculated annually by independent actuaries using the Projected Unit Credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. When there is no deep market for such bonds, the market rates of government bonds are used.

Past service costs are recognized immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognized when the curtailment or settlement occurs.

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Pengukuran kembali yang timbul dari penyesuaian pengalaman dan perubahan asumsi-asumsi aktuarial dibebankan atau dikreditkan pada ekuitas dalam laporan penghasilan komprehensif lain pada periode dimana beban tersebut terjadi. Akumulasi saldo pengukuran kembali dilaporkan di saldo laba.

2.x. Perpajakan

Beban pajak terdiri dari pajak kini dan tangguhan. Beban pajak diakui dalam laba rugi.

Manajemen melakukan evaluasi secara periodik atas posisi yang diambil dalam surat pemberitahuan pajak apabila terdapat situasi di mana peraturan perpajakan yang berlaku adalah subjek atas interpretasi. Bank membentuk cadangan, jika dianggap perlu, berdasarkan jumlah yang diestimasikan akan dibayarkan ke kantor pajak.

Pajak penghasilan tangguhan disajikan dengan menggunakan metode liabilitas untuk semua perbedaan temporer yang muncul antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya dalam rangka kebutuhan laporan keuangan pada setiap tanggal pelaporan. Tarif pajak yang berlaku digunakan dalam menentukan pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba pada masa mendatang akan memadai untuk mengkompensasi aset pajak tangguhan yang muncul akibat perbedaan temporer tersebut.

Perbedaan antara nilai tercatat dari aset revaluasi dan dasar pengenaan pajak merupakan perbedaan temporer sehingga menimbulkan liabilitas atau aset pajak tangguhan, kecuali untuk aset tertentu seperti tanah yang pada saat realisasinya dikenakan pajak final yang dikenakan atas nilai bruto transaksi.

Koreksi terhadap liabilitas perpajakan diakui saat surat ketetapan pajak diterima atau jika mengajukan keberatan, pada saat keputusan atas keberatan tersebut telah ditetapkan.

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Remeasurements arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in the statement of other comprehensive income in the period in which they arise. The accumulated remeasurements balance is reported in retained earnings.

2.x. Taxation

The tax expense comprises current and deferred tax. Tax expense is recognized in the profit or loss.

Management periodically evaluates the positions taken in tax returns with respect to situation in which applicable tax regulation is subject to interpretation. The Bank establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is determined using the liability method, for all temporary differences arises between the tax bases of assets and liabilities and their carrying values for financial reporting purposes at each reporting date. Currently enacted or substantially enacted tax rates are used to determine deferred income tax.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available to compensate the deferred tax assets that arise from temporary differences.

The difference between the carrying amount of a revalued asset and its tax base is a temporary difference that gives rise to a deferred tax liability or asset, except for certain asset such as land, which realization is taxed with final tax on gross value of transaction.

Amendments to taxation obligations are recorded when an assessment is received or, if appealed against, when the results of the appeal have been decided.

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2.y. Laba per saham

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah saham biasa yang ditempatkan dan disetor penuh selama tahun yang bersangkutan, setelah memperhitungkan pembagian dividen saham dan saham bonus yang diterapkan secara restrospektif.

2.y. Earnings per share

Earnings per share is computed by dividing income for the year with the weighted average number of outstanding common shares issued and are fully paid-up during the year, after considering effect of stock dividends and bonus shares distribution that applied retrospectively.

2.z. Program loyalitas pelanggan

Program loyalitas pelanggan digunakan Bank untuk memberikan insentif kepada pelanggan untuk membeli barang atau jasa entitas-entitas tertentu. Jika pelanggan membeli barang atau jasa entitas tertentu, maka Bank akan memberikan poin penghargaan kepada pelanggan (seringkali disebut sebagai "poin"). Pelanggan dapat menukar poin penghargaan tersebut dengan barang atau jasa secara gratis atau dengan potongan harga. Interpretasi ini berlaku untuk poin penghargaan loyalitas pelanggan yang:

- a. diberikan oleh Bank kepada pelanggannya sebagai bagian dari transaksi penjualan yaitu penjualan barang, pemberian jasa, atau penggunaan aset entitas-entitas tertentu oleh pelanggan; dan
- b. bergantung pada pemenuhan terhadap setiap kondisi lebih lanjut yang disyaratkan, pelanggan dapat menukar barang atau jasa secara gratis atau dengan potongan harga di masa depan.

2.z. Customer loyalty program

Customer loyalty program is used by the Bank to provide customers with incentives to buy goods or services of certain entities. If a customer buys goods or services of certain entities, the Bank grants the customer award credits (often described as "points"). The customer can redeem the award credits for awards such as free or discounted goods or services. This interpretation applies to customer loyalty award credits that:

- a. *the Bank grants its customers as part of a sales transaction, i.e. a sale of goods, rendering of services or use by a customer of certain entities' assets; and*
- b. *subject to fulfilment of any further qualifying conditions, the customers can redeem for free or discounted goods or services in the future.*

2.aa. Sewa

Bank sebagai lessor

Dalam sewa menyewa operasi, Bank sebagai lessor mengakui aset untuk sewa operasi di laporan posisi keuangan sesuai sifat aset tersebut. Bank mencatat aset tersebut sebagai aset sewa operasi yang disusutkan dengan menggunakan metode garis lurus selama umur manfaat aset tersebut. Biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Rental kontinjen, apabila ada, diakui sebagai pendapatan pada tahun-tahun terjadinya.

Bank sebagai lessee

Kebijakan akuntansi sehubungan dengan penerapan PSAK 73 dimana Bank adalah sebagai lessee diungkapkan pada Catatan 2n atas laporan keuangan.

2.aa. Lease

Bank as lessor

Under an operating lease, the Bank as a lessor presents assets subject to operating leases in its statements of financial position according to the nature of the asset. The Bank recorded those assets as assets under operating leases which is depreciated using straight-line method over the estimated useful lives of the assets. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents, if any, are recognized as revenue in the years in which they are earned.

Bank as lessee

The accounting policy related to the adoption of PSAK 73 where Bank as the lessee has been disclosed in Note 2n to the financial statements.

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2.ab. Pernyataan dan interpretasi standar akuntansi baru dan revisi yang berlaku efektif pada tahun berjalan

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Panjang atau Jangka Pendek;
- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan tentang Definisi Estimasi Akuntansi;
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal; dan
- Revisi PSAK 107: Akuntansi Ijarah.

Implementasi standar-standar tersebut tidak memiliki dampak yang material terhadap jumlah yang dilaporkan di periode berjalan atau periode sebelumnya.

2.ab. New and revised statements and interpretation of financial accounting standards effective in the current year

The following are amendments and improvements to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- Amendments to PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;
- Amendments to PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as Current or Non-Current;
- Amendments to PSAK 16: Fixed Assets Related to Proceeds Before Intended Use;
- Amendments to PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;
- Amendment to PSAK 46: Income Tax regarding Asset-Related Deferred Tax and Liabilities Arising from a Single Transaction; and
- Revised PSAK 107: Accounting for Ijarah.

The implementation of the above standards had no material effect on the amounts reported for the current period or prior financial period.

3. Pertimbangan dan Estimasi Akuntansi yang Signifikan

Dalam proses penerapan kebijakan akuntansi Bank, manajemen telah melakukan pertimbangan profesional dan estimasi dalam menentukan jumlah yang diakui dalam laporan keuangan. Beberapa pertimbangan profesional dan estimasi yang signifikan adalah sebagai berikut:

3.a. Sumber utama atas ketidakpastian estimasi

Perhitungan cadangan kerugian penurunan nilai

Saat mengukur KKE, Bank menggunakan informasi masa depan yang wajar dan dapat didukung, yang didasarkan pada asumsi untuk pergerakan masa depan dari berbagai penggerak ekonomi dan bagaimana penggerak ini akan saling mempengaruhi.

3. Significant Accounting Judgments and Estimates

In the process of applying the Bank's accounting policies, management has exercised professional judgments and estimates in determining the amounts recognized in the financial statements. The several significant uses of the professional judgments and estimates are as follows:

3.a. Key sources of estimation uncertainty

Calculation of allowance for impairment losses

When measuring ECL the Bank uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

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Loss given default adalah estimasi kerugian yang timbul karena gagal bayar. Perhitungan didasarkan pada perbedaan antara arus kas kontraktual terutang dan yang diharapkan akan diterima, dengan mempertimbangkan arus kas dari agunan dan peningkatan kredit integral.

Probability of default merupakan input utama dalam mengukur ECL. *Probability of default* adalah perkiraan kemungkinan gagal bayar selama jangka waktu tertentu, yang penghitungannya mencakup data historis, asumsi, dan ekspektasi kondisi masa depan.

Estimasi Masa Sewa

Dalam mengestimasi masa sewa dari masing-masing perjanjian sewa, manajemen mempertimbangkan seluruh fakta dan keadaan yang memberikan insentif ekonomi untuk mengeksekusi opsi perpanjangan, atau untuk tidak mengeksekusi opsi penghentian, termasuk perubahan fakta atau keadaan yang diekspektasi dari tanggal permulaan hingga tanggal eksekusi opsi. Opsi perpanjangan (atau periode setelah opsi penghentian) hanya diperhitungkan dalam masa sewa jika sewa cukup pasti akan diperpanjang (atau tidak dihentikan).

Cadangan Kerugian Penurunan Nilai atas Aset Keuangan

Evaluasi atas kerugian penurunan nilai aset keuangan yang dicatat pada biaya perolehan diamortisasi dijelaskan di Catatan 2m.

Kondisi spesifik *counterparty* yang mengalami penurunan nilai dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima, baik dari waktu dan jumlah. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan, serta probabilitas rata-rata tertimbang kerugian kredit. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

Evaluasi cadangan kerugian penurunan nilai secara kolektif meliputi kerugian kredit yang melekat pada portofolio aset keuangan dengan karakteristik ekonomi yang sama, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menentukan perlunya

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Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit increase.

Probability of default constitutes a key input in measuring ECL. *Probability of default* is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

Estimation of Lease Term

When estimating the lease term of the respective lease arrangement, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option, including any expected changes in facts and circumstances from the commencement date until the exercise date of the option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Allowance for Impairment Losses on Financial Assets

Financial assets accounted for at amortized cost are evaluated for impairment on the basis described in Note 2m.

In the calculation of allowance for impairment losses of financial assets, the specific condition of impaired *counterparty* is individually evaluated based on management's best estimate of the present value of the expected cash flows to be received, including both timing and amount. In estimating these cash flows, management makes judgements about the *counterparty's* financial situation and the net realizable value of any underlying collateral, including weighted average probability of credit losses. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable.

Collectively-assessed allowance for impairment losses cover credit losses inherent in portfolios of financial assets with similar economic characteristics but the individual impaired items cannot yet be identified. In assessing the need for collectively assessed

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membentuk cadangan kerugian penurunan nilai kredit secara kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit, besarnya portofolio, konsentrasi kredit dan faktor-faktor ekonomi. Dalam mengestimasi cadangan yang diperlukan, asumsi-asumsi dibuat untuk menentukan model kerugian bawaan dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman historis, kondisi ekonomi saat ini, dan perkiraan kondisi ekonomi di masa depan.

Ketepatan dari cadangan ini bergantung pada seberapa tepat estimasi arus kas masa depan untuk menentukan cadangan individual serta asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

Penentuan Nilai wajar

Dalam menentukan nilai wajar atas aset keuangan dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Bank harus menggunakan teknik penilaian seperti dijelaskan pada Catatan 2e. Untuk instrumen keuangan yang jarang diperdagangkan dan tidak memiliki harga yang transparan, nilai wajarnya menjadi kurang obyektif dan karenanya, membutuhkan tingkat pertimbangan yang beragam, tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi penentuan harga, dan risiko lainnya yang mempengaruhi instrumen tertentu.

Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas jumlah pajak penghasilan terpulihkan (*recoverable*) pada periode mendatang sebagai akibat perbedaan temporer yang boleh dikurangkan.

Justifikasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan waktu yang tepat dan tingkat laba fiskal di masa mendatang sejalan dengan strategi rencana perpajakan ke depan (Catatan 2x).

Penyusutan Aset Tetap

Manajemen mengestimasi masa manfaat ekonomis aset tetap Bank antara 4 sampai dengan 20 tahun. Ini merupakan masa manfaat ekonomis yang secara umum diharapkan dalam industri di mana perbankan. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya beban penyusutan masa depan mungkin direvisi. Penjelasan lebih rinci diungkapkan dalam Catatan 2n dan 13.

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allowance for impairment losses, management considers factors such as credit quality, portfolio size, credit concentrations and economic factors. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modeled and to determine the required input parameters, based on historical experience, current economic conditions, and forecast on future economic condition.

The accuracy of the allowances depends on how well these estimates of future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

Determining Fair Values

In determining the fair value for financial assets and liabilities for which there is no observable market price, Bank should use the valuation techniques as described in Note 2e. For financial instruments that are infrequently trade and have little price transparency, fair value is less objective, and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

Deferred Tax Assets

Deferred tax assets are recognized for the future recoverable taxable income arising from temporary difference.

Management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable profits together with future strategic planning (Note 2x).

Depreciation of Fixed Assets

Management properly estimates the useful lives of the Bank's fixed assets to be within 4 to 20 years. These are common life expectancies applied in the banking industries. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised. Further details are disclosed in Notes 2n and 13.

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Revaluasi Aset Tetap

Revaluasi aset tetap Bank bergantung pada pemilihan asumsi yang digunakan oleh penilai independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain: tingkat diskonto, nilai tukar, tingkat inflasi dan tingkat kenaikan pendapatan dan biaya. Bank berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan dalam asumsi yang ditetapkan Bank dapat mempengaruhi secara material nilai aset tetap yang direvaluasi. Penjelasan lebih rinci diungkapkan dalam Catatan 13.

Imbalan Kerja

Penentuan liabilitas imbalan kerja Bank bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dan manajemen Bank dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

Pajak Penghasilan

Bank mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Cadangan atas Kasus Hukum

Bank sedang menghadapi kasus hukum. Sampai dengan tanggal 31 Desember 2023, proses hukum terhadap pihak ketiga yaitu PT Elnusa Tbk sudah mendapat putusan tetap dari Pengadilan. Akan tetapi, hasil putusan tersebut masih belum dapat dilaksanakan dikarenakan masih ada perkara perlawanan yang masih berjalan dan upaya perdamaian yang sedang berlangsung (Catatan 40).

Bank akan membukukan kerugian atas tuntutan hukum tersebut pada saat hasil keputusan final atas status hukum tersebut diperoleh dan akan dicatat pada laba rugi pada periode dimana hasil keputusan atas upaya perdamaian tersebut sudah final dan bisa dilaksanakan.

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The Revaluation of Fixed Assets

The Bank's fixed assets revaluation depends on its selection of certain assumptions used by the independent appraisal in calculating such amounts. Those assumptions including discount rate, exchange rate, inflation rate and revenue and cost increase rate. The Bank believes that its assumptions are reasonable and appropriate and significant differences in the Bank's assumptions may materially affect the valuation of its revalued fixed assets. Further details are disclosed in Note 13.

Employee Benefits

The determination of the Bank's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuaries and the Bank's management in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate.

Income Tax

The Bank recognizes liabilities for corporate income tax based on estimation of whether additional corporate income tax will be due.

Provision on Legal Case

The Bank is facing legal case. As of December 31, 2023, legal proceedings against a third party, PT Elnusa Tbk, received the final decision from the court. However, the outcome of the decision could not yet be executed as there are still ongoing appeal and extra-judicial settlements (Note 40).

The Bank will recognize the loss on lawsuit when the result of the final decision from those cases are awarded and the loss will be recorded at the profit or loss in the period in which such final legal decision is determined.

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3.b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi:

Penilaian Instrumen Keuangan

Bank menggunakan hierarki berikut untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 44):

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung;
- Level 3 : input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

Kebijakan akuntansi Bank untuk pengukuran nilai wajar dibahas di Catatan 2.

Nilai wajar dari aset keuangan dan liabilitas keuangan yang diperdagangkan di pasar aktif didasarkan pada kuotasi harga pasar atau kuotasi dari harga dealer. Untuk seluruh instrumen keuangan lainnya, Bank menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian termasuk model nilai sekarang dan arus kas yang didiskontokan, dan perbandingan dengan instrumen yang sejenis dimana terdapat harga pasar yang dapat diobservasi. Asumsi dan input yang digunakan dalam teknik penilaian termasuk suku bunga bebas risiko (*risk-free*) dan suku bunga acuan, *credit spread* dan variabel lainnya yang digunakan dalam mengestimasi tingkat diskonto, harga obligasi, kurs mata uang asing, serta tingkat kerentanan dan korelasi harga yang diharapkan.

Tujuan dari teknik penilaian adalah penentuan nilai wajar yang mencerminkan harga dari instrumen keuangan pada tanggal pelaporan yang akan ditentukan oleh para partisipan di pasar dalam suatu transaksi yang wajar.

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3.b. Critical accounting judgments in applying the Bank's accounting policies

Critical accounting judgments made in applying the Bank's accounting policies include:

Valuation of Financial Instruments

The Bank adopts the following hierarchy for determining and disclosing the fair value of financial instruments (Note 44):

- *Level 1 : quoted (unadjusted) market prices in active market for identical assets or liabilities.*
- *Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly;*
- *Level 3 : inputs for the asset and liability that are not based on observable market data (unobservable inputs).*

The Bank's accounting policy on fair value measurements is discussed in Note 2.

Fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Bank determines fair values using valuation techniques. Valuation techniques include net present value and discounted cash flow models, and comparison to similar instruments for which market observable prices exist. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other variable used in estimating discount rates, bond prices, foreign currency exchange rates, level of vulnerability and expected price correlation.

The objective of valuation techniques is to arrive at a fair value determination that reflects the price of the financial instrument at the reporting date that would have been determined by market participants acting at arm's length.

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Penilaian Model Bisnis

Klasifikasi dan pengukuran aset keuangan bergantung pada hasil 'semata dari pembayaran pokok dan bunga' ("SPPI") dan uji model bisnis (lihat bagian aset keuangan pada Catatan 3). Bank menentukan model bisnis pada tingkat yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama untuk mencapai tujuan bisnis tertentu. Penilaian ini mencakup penilaian yang mencerminkan semua bukti yang relevan termasuk bagaimana kinerja aset dievaluasi dan kinerjanya diukur, risiko yang memengaruhi kinerja aset dan bagaimana hal ini dikelola dan bagaimana manajer aset diberi kompensasi. Bank memantau aset keuangan yang diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain yang dihentikan pengakuannya sebelum jatuh tempo untuk memahami alasan pelepasannya dan apakah alasan tersebut konsisten dengan tujuan bisnis di mana aset tersebut dimiliki. Pemantauan adalah bagian dari penilaian berkelanjutan Bank atas apakah model bisnis di mana aset keuangan yang tersisa dimiliki tetap sesuai dan jika tidak sesuai apakah telah terjadi perubahan dalam model bisnis dan dengan demikian terdapat perubahan prospektif terhadap klasifikasi aset keuangan tersebut. Tidak ada perubahan yang diperlukan selama periode yang disajikan.

Peningkatan Risiko Kredit yang Signifikan

Sebagaimana dijelaskan dalam Catatan 3, kerugian kredit ekspektasian diukur sebagai cadangan yang setara dengan KKE 12 bulan untuk aset tahap 1, atau KKE sepanjang umur untuk aset tahap 2 atau tahap 3. Suatu aset bergerak ke tahap 2 ketika risiko kreditnya telah meningkat secara signifikan sejak pengakuan awal. PSAK 71 tidak menjelaskan apa yang merupakan peningkatan risiko kredit yang signifikan. Dalam menilai apakah risiko kredit suatu aset telah meningkat secara signifikan, Bank mempertimbangkan informasi masa depan yang wajar dan dapat didukung secara kualitatif dan kuantitatif.

Klasifikasi Aset dan Liabilitas Keuangan

Kebijakan akuntansi Bank menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset dan liabilitas keuangan dengan mempertimbangkan definisi yang ditetapkan PSAK 71.

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Business Model Assessment

Classification and measurement of financial assets depends on the results of the SPPI and the business model test (please see financial assets sections of Note 3). The Bank determines the business model at a level that reflects how group of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Bank monitors financial assets measured at amortized cost or fair value through other comprehensive income that are derecognized prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Bank's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

Significant Increase in Credit Risk

As explained in Note 3, expected credit losses are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. PSAK 71 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Bank takes into account qualitative and quantitative reasonable and supportable forward-looking information.

Financial Asset and Liability Classification

The Bank's accounting policies determine the classifications of certain assets and liabilities as financial assets and liabilities by considering the definition set forth in PSAK 71.

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Rincian klasifikasi aset dan liabilitas keuangan Bank disajikan di Catatan 44 atas laporan keuangan.

Details of the Bank's classification are presented in Note 44 of the financial statements.

Penurunan Nilai Aset Non-Keuangan

Bank mengevaluasi penurunan nilai aset apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

- Performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
- Perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
- Industri atau tren ekonomi yang secara signifikan bernilai negatif.

Bank mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya untuk menjual dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Impairment of Non-Financial Assets

The Bank assesses impairment of assets whenever events or changes in circumstances that would indicate that the carrying amount of an asset may not be recoverable. The factors that the Bank considers important which could trigger an impairment review include the following:

- Significant underperformance relative to expected historical or projected future operating results;*
- Significant changes in the manner of use of the acquired assets or the strategy for overall business; and*
- Significant negative industry or economic trends.*

The Bank recognizes an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs to sell and its value in use. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

4. Kas

4. Cash

	2023	2022	
Rupiah	738,632	689,592	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	65,002	119,496	United States Dollar
Euro Eropa	20,242	35,545	European Euro
Dolar Singapura	16,676	39,939	Singapore Dollar
Poundsterling Inggris Raya	1,788	7,821	Great Britain Poundsterling
Dolar Australia	7,538	4,949	Australian Dollar
Dolar Hong Kong	1,193	2,367	Hong Kong Dollar
Yen Jepang	4,151	1,907	Japanese Yen
Total	855,222	901,616	Total

Kas dalam Rupiah termasuk jumlah kas pada Anjungan Tunai Mandiri (ATM) masing-masing sejumlah Rp72.601 dan Rp90.327 pada tanggal-tanggal 31 Desember 2023 dan 2022.

Cash in Rupiah includes cash in Automatic Teller Machines (ATM) amounting to Rp72,601 and Rp90,327 as of December 31, 2023 and 2022, respectively.

Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information with regards to the classification and fair value was disclosed in Note 44.

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5. Giro pada Bank Indonesia

5. Current Accounts with Bank Indonesia

Giro pada Bank Indonesia terdiri dari:

Current accounts with Bank Indonesia consist of the following:

		31 Desember/December 31,			
		2023		2022	
	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah		Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah
Rupiah		6,360,523			8,055,275
Dolar Amerika Serikat	30,000,000	461,910		40,900,000	636,711
Total		6,822,433			8,691,986

Rupiah
 United States Dollar
 Total

Bank dipersyaratkan untuk memiliki Giro Wajib Minimum (GWM) dalam mata uang Rupiah dalam kegiatannya sebagai bank umum dan GWM dalam mata uang asing dalam kegiatannya melakukan transaksi mata uang asing.

The Bank is required to maintain minimum statutory reserves (GWM) in Rupiah for conventional banking activities and statutory reserves in foreign currencies for foreign exchange transactions.

GWM primer adalah simpanan minimum yang wajib dipenuhi oleh Bank dalam bentuk saldo rekening giro pada Bank Indonesia. Penyangga Likuiditas Makroprudensial (dahulu GWM sekunder) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa Sertifikat Bank Indonesia (SBI), Surat Utang Negara (SUN), Surat Berharga Syariah Negara (SBSN), dan Sertifikat Rupiah Bank Indonesia (SRBI). GWM Rasio Intermediasi Makroprudensial (RIM) (dahulu GWM LFR) adalah tambahan simpanan minimum yang wajib dipenuhi oleh Bank dalam bentuk saldo rekening giro pada Bank Indonesia, jika RIM Bank di bawah minimum RIM target Bank Indonesia (84%) atau jika di atas maksimum RIM target Bank Indonesia (94%) dan Kewajiban Penyediaan Modal Minimum (KPM) Bank lebih kecil dari KPM Insentif Bank Indonesia sebesar 14%.

Primary minimum statutory reserve is a minimum reserve that should be maintained by the Bank in current accounts with Bank Indonesia. Macroprudential Liquidity Buffer (formerly secondary minimum statutory reserve) which is the minimum reserves that should be maintained by the Bank, comprised of Certificates of Bank Indonesia (SBI), Government Debt (SUN), Sharia Government Securities (SBSN), and Bank Indonesia Rupiah Securities (SRBI). The minimum statutory reserve on Macroprudential Intermediation Ratio (RIM) (formerly minimum statutory reserve on LFR) is the additional reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia, if the Bank's RIM is below the minimum of RIM targeted by Bank Indonesia (84%) or if the Bank's RIM is above the maximum of RIM targeted by Bank Indonesia (94%) and the Capital Adequacy Ratio (CAR) is below Bank Indonesia requirement of 14%.

Pada tanggal 31 Desember 2023 dan 2022, Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 20/3/PBI/2018 tanggal 29 Maret 2018 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional sebagaimana telah diubah dengan PBI No.22/3/PBI/2020 tanggal 24 Maret 2020; PBI No.22/10/PBI/2020 tanggal 28 Juli 2020; PBI No.23/16/PBI/2021 tanggal 21 Desember 2021; dan terakhir kali melalui PBI No.24/4/PBI/2022 tanggal 01 Maret 2022 yang dijelaskan melalui Peraturan Anggota Dewan

As of December 31, 2023 and 2022, the Bank's Statutory Reserves (GWM) have complied with Bank Indonesia Regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018 concerning Statutory Reserves for Commercial Banks in Rupiah and Foreign Exchange for Banks Conventional General as amended through PBI No.22/3/PBI/2020 dated March 24, 2020; PBI No.22/10/PBI/2020 dated July 28, 2020; PBI No.23/16/PBI/2021 dated December 21, 2021; and latest amendment through PBI No.24/4/PBI/2022 dated March 01, 2022 which explained by Regulation of the

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Gubernur (PADG) No.20/10/PADG/2018 tanggal 31 Mei 2018 tentang Giro Wajib Minimum Bank Umum Konvensional, Bank Umum Syariah dan Unit Usaha Syariah sebagaimana telah diubah beberapa kali dengan PADG No.21/14/PADG/2019 tanggal 26 Juni 2019; PADG No.21/27/PADG/2019 tanggal 26 Desember 2019; PADG No.22/2/PADG/2020 tanggal 10 Maret 2020; PADG No.22/10/PADG/2020 tanggal 29 April 2020; PADG No.22/19/PADG/2020 tanggal 29 Juli 2020; PADG No.23/27/PADG/2021 tanggal 21 Desember 2021; PADG No.24/3/PADG/2022 tanggal 01 Maret 2022; dan terakhir kali melalui PADG No.24/8/PADG/2022 tanggal 30 Juni 2022; PADG Nomor 2 tahun 2023 tanggal 1 April 2023; dan terakhir kali melalui PADG Nomor 12 tahun 2023 tanggal 1 Oktober 2023 yang masing-masing sebesar:

Members of the Board of Governors (PADG) No. 20/10/PADG/2018 dated May 31, 2018 concerning Statutory Reserves for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units as amended through PADG No.21/14/PADG/2019 dated June 26, 2019; PADG No.21/27/PADG/2019 dated December 26, 2019; PADG No.22/2/PADG/2020 dated March 10, 2020; PADG No.22/10/PADG/2020 dated April 29, 2020; PADG No.22/19/PADG/2020 dated July 29, 2020; PADG No.23/27/PADG/2021 dated December 21, 2021; PADG No.24/3/PADG/2022 dated March 01, 2022; PADG No.24/8/PADG/2022 dated June 30, 2022; PADG No.2 year 2023 dated April 1, 2023; and latest amendment through PADG No.12 year 2023 dated October 1, 2023 which are as follows:

	2023	2022	
Rupiah			Rupiah
- GWM Primer	9.00%	9.00%	Primary Reserves -
Harian	0.00%	0.00%	Daily
Rata-rata	9.00%	9.00%	Average
- PLM (d/h GWM Sekunder)	5.00%	6.00%	PLM (Formerly Statutory Reserve) -
Mata uang asing			Foreign currencies
- GWM Primer	4.00%	4.00%	Primary Reserves -
Harian	2.00%	2.00%	Daily
Rata-rata	2.00%	2.00%	Average

Pada tanggal 31 Desember 2023 dan 2022, Bank juga harus memenuhi PBI No.20/4/PBI/2018 tanggal 29 Maret 2018 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Konvensional, Bank Umum Syariah dan Unit Usaha Syariah sebagaimana telah diubah dengan PBI No.21/12/PBI/2019 tanggal 26 November 2019; PBI No.22/17/PBI/2020 tanggal 01 Oktober 2020; dan terakhir kali melalui PBI No.23/17/PBI/2021 tanggal 22 Desember 2021 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur No.21/22/PADG/2019 tanggal 28 November 2019 yang telah diubah dengan PADG No.22/30/PADG/2020 tanggal 05 Oktober 2020; PADG No.23/7/PADG/2021 tanggal 28 April 2021; PADG No.24/14/PADG/2022 tanggal 1 November 2022; PADG Nomor 10 tahun 2023 tanggal 14 September 2023; dan terakhir kali diubah dengan PADG Nomor 18 tahun 2023 tanggal 1 Desember 2023.

As of December 31, 2023 and 2022, the Bank must also comply with PBI No.20/4/PBI/2018 dated March 29, 2018 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Conventional Units, Sharia Commercial Banks and Sharia Business Units as amended through PBI No.21/12/PBI/2019 dated November 26, 2019; PBI No.22/17/PBI/2020 dated October 01, 2020; and latest amendment through PBI No. 23/17/PBI/2021 dated December 22, 2021 which explained by the Regulation of Members of the Board of Governors No.21/22/PADG/2019 dated November 28, 2019 which has been amended through PADG No.22/30/PADG/2020 dated October 05, 2020; No.23/7/PADG/2021 dated April 28, 2021; PADG No.24/14/PADG/2022 dated November 1, 2022; PADG No.10 year 2023 dated September 14, 2023; and latest amendment through PADG No.18 year 2023 dated December 1, 2023.

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Bank juga mendapatkan insentif likuiditas makroprudensial berdasarkan PADG No.24/12/PADG/2022 tertanggal 20 Juli 2022 sebagaimana diubah dengan PADG No.11 tahun 2023 tanggal 27 September 2023 tentang Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makroprudensial.

Banks also receive macroprudential liquidity incentives based on PADG No.24/12/PADG/2022 dated July 20, 2022 as amended by PADG No.11 of 2023 dated September 27, 2023 concerning Implementation Regulations for Macroprudential Liquidity Incentive Policies.

Rasio GWM Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut (tidak diaudit):

As of December 31, 2023 and 2022, the GWM ratios of the Bank are as follows (unaudited):

	2023	2022	
Rupiah			Rupiah
- GWM Primer	8.09%	9.47%	Primary Reserves -
Harian	0.00%	0.00%	Daily
Rata-rata *)	6.88%	7.85%	Average
- RIM (d/h GWM LFR)	1.21%	1.62%	RIM (Formerly LFR Reserve) -
- PLM (d/h GWM Sekunder)	39.94%	33.92%	PLM (Formerly Secondary Reserves) -
Mata uang asing			Foreign currencies
- GWM Primer	4.05%	4.03%	Primary Reserves -
Harian	2.00%	2.00%	Daily
Rata-rata	2.05%	2.03%	Average

*) Perhitungan GWM rata-rata 31 Desember 2023 dan 2022 telah memperhitungkan insentif sektor prioritas dan insentif RPIM yang diterima oleh Bank dengan total sebesar 2,20% dan 1,20%. Dengan demikian, Bank telah memenuhi ketentuan Bank Indonesia.

*) The calculation of the average of the Minimum Statutory Reserve requirement for December 31, 2023 and 2022 has taken into account priority sector incentives and RPIM incentives received by the Bank by total amounted to 2.20% and 1.20%, respectively. Thus, the Bank has complied with Bank Indonesia regulations.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information in respect of maturities is disclosed in Note 45e. Information with regards to the classification and fair value is disclosed in Note 44.

6. Giro pada Bank Lain

6. Current Accounts with Other Banks

a. Berdasarkan pihak dan mata uang

a. By parties and currency

31 Desember/December 31,				
2023		2022		
Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	
Pihak berelasi (Catatan 39)				Related parties (Note 39)
Rupiah	104		101	Rupiah
Pihak ketiga				Third parties
Rupiah	39,880		25,963	Rupiah
Mata uang asing				Foreign currency
Dolar Amerika Serikat	25,277,112	389,192	505,616	United States Dollar
Dolar Singapura	6,143,312	71,731	81,351	Singapore Dollar
Dolar Australia	4,210,283	44,296	31,369	Australian Dollar
Euro Eropa	2,198,005	37,450	31,020	European Euro
Yen Jepang	219,793,581	23,930	9,274	Japanese Yen
Poundsterling Inggris	1,141,992	22,413	38,528	Great Britain Poundsterling
Yuan China	5,249,073	11,392	19,491	Chinese Yuan
Dolar Hong Kong	1,191,735	2,349	4,252	Hong Kong Dollar
Dolar Selandia Baru	201,427	1,967	9,523	New Zealand Dollar
Franc Swiss	64,050	1,172	2,285	Swiss Franc
	645,772		758,672	Total third parties
Total	645,876		758,773	Total
Cadangan kerugian penurunan nilai	(1,203)		(1,153)	Allowance for impairment losses
Neto	644,673		757,620	Net

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b. Berdasarkan Bank

b. By Bank

	2023	2022
Rupiah		
Pihak berelasi (Catatan 39)		
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	100	100
PT Bank Pembangunan Daerah Sulawesi Tengah	4	1
	<u>104</u>	<u>101</u>
Pihak ketiga		
PT Bank Central Asia Tbk	37,932	22,327
PT Standard Chartered Bank Indonesia	26	26
PT Bank Pembangunan Daerah Papua	11	2,104
PT Bank Rakyat Indonesia (Persero) Tbk	11	12
PT Bank Mandiri (Persero) Tbk	7	8
Lainnya	1,893	1,486
	<u>39,880</u>	<u>25,963</u>
Total - Rupiah	<u>39,984</u>	<u>26,064</u>
Mata uang asing		
Pihak ketiga		
JP Morgan Chase, New York	134,965	251,169
Citibank NA, New York	104,003	92,421
Citibank NA, Jakarta	78,212	17,496
ANZ Banking Bank Ltd, Melbourne	44,296	31,369
United Overseas Bank (UOB), Singapura	41,396	61,874
ING Belgium	37,450	31,020
PT Bank Mandiri (Persero) Tbk	33,632	50,585
Sumitomo Mitsui Banking Corporation, Tokyo	23,930	9,274
Standard Chartered Bank, London	22,413	38,528
PT Bank Central Asia Tbk	22,353	49,251
Standard Chartered Bank, New York	16,028	44,694
Development Bank of Singapore (DBS), Singapura	15,865	7,500
Standard Chartered Bank, Singapura	14,470	11,977
Bank of China, Jakarta	9,311	9,342
Standard Chartered Bank, Hong Kong	2,349	4,252
PT Bank ICBC Indonesia	2,080	10,149
ANZ Banking Bank Ltd, Selandia Baru	1,967	9,523
Credit Suisse AG, Zurich	1,172	2,285
Total - mata uang asing	<u>605,892</u>	<u>732,709</u>
Total	<u>645,876</u>	<u>758,773</u>
Cadangan kerugian penurunan nilai	(1,203)	(1,153)
Neto	<u><u>644,673</u></u>	<u><u>757,620</u></u>

Rupiah
Related parties (Note 39)
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo
PT Bank Pembangunan Daerah Sulawesi Tengah
Third parties
PT Bank Central Asia Tbk
PT Standard Chartered Bank Indonesia
PT Bank Pembangunan Daerah Papua
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
Others
Total - Rupiah
Foreign currencies
Third Parties
JP Morgan Chase, New York
Citibank NA, New York
Citibank NA, Jakarta
ANZ Banking Bank Ltd, Melbourne
United Overseas Bank (UOB), Singapore
ING Belgium
PT Bank Mandiri (Persero) Tbk
Sumitomo Mitsui Banking Corporation, Tokyo
Standard Chartered Bank, London
PT Bank Central Asia Tbk
Standard Chartered Bank, New York
Development Bank of Singapore, (DBS) Singapore
Standard Chartered Bank, Singapore
Bank of China, Jakarta
Standard Chartered Bank, Hong Kong
PT Bank ICBC Indonesia
ANZ Banking Bank Ltd, New Zealand
Credit Suisse AG, Zurich
Total - foreign currencies
Total
Allowances for impairment losses
Net

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Giro pada bank lain dalam mata uang Rupiah (kecuali giro Rupiah pada bank lain untuk wilayah Indonesia Bagian Timur), Dolar Hong Kong, Yen Jepang, Dolar Selandia Baru, Franc Swiss, Poundsterling Inggris dan Euro Eropa tidak mendapatkan bunga. Tingkat suku bunga rata-rata setahun untuk giro pada bank lain dalam Rupiah dan mata uang asing lainnya adalah sebagai berikut:

Current accounts with other banks in Rupiah (except for Rupiah current accounts with other banks in East Region of Indonesia), Hong Kong Dollar, Japanese Yen, New Zealand Dollar, Swiss Franc, Great Britain Poundsterling and European Euro are non-interest bearing accounts. The average interest rates per annum for current accounts with other banks in Rupiah and other foreign currencies are as follows:

	2023	2022	
Rupiah	0.43%	0.28%	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	0.02%	0.01%	United States Dollar
Yuan Cina	0.72%	0.75%	Chinese Yuan
Dolar Singapura	0.03%	0.03%	Singapore Dollar
Poundsterling Inggris	2.87%	0.45%	Great Britain Poundsterling
Euro Eropa	1.89%	0.05%	European Euro

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh giro pada bank lain digolongkan lancar.

Based on Bank's management's review and evaluation, all current account with other banks are classified as current.

c. Perubahan nilai bruto dan cadangan kerugian penurunan nilai

c. Movement of gross carrying amount and allowance for impairment losses

Perubahan nilai bruto

Movement of gross carrying amount

2023					
Stage 1	Stage 2	Stage 3	Total		
Nilai tercatat bruto awal 1 Januari 2023	758,773	--	--	758,773	Initial gross carrying amount as at January 1, 2023
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(109,173)	--	--	(109,173)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(109,173)	--	--	(109,173)	Changes in gross carrying amount for the year
Dampak valuta asing	(3,724)	--	--	(3,724)	Foreign exchange
Nilai tercatat bruto akhir	645,876	--	--	645,876	Ending gross carrying amount
2022					
Stage 1	Stage 2	Stage 3	Total		
Nilai tercatat bruto awal 1 Januari 2022	754,091	--	--	754,091	Initial gross carrying amount as at January 1, 2022
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(57,269)	--	--	(57,269)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(57,269)	--	--	(57,269)	Changes in gross carrying amount for the year
Dampak valuta asing	61,951	--	--	61,951	Foreign exchange
Nilai tercatat bruto akhir	758,773	--	--	758,773	Ending gross carrying amount

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Perubahan cadangan kerugian penurunan nilai

Movement of allowance for impairment losses

2023					
Stage 1	Stage 2	Stage 3	Total		
Saldo awal	1,153	--	--	1,153	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	60	--	--	60	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	60	--	--	60	Changes for the year
Dampak valuta asing	(10)	--	--	(10)	Foreign exchange
Saldo akhir	1,203	--	--	1,203	Ending balance

2022					
Stage 1	Stage 2	Stage 3	Total		
Saldo awal	2,198	--	--	2,198	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(1,137)	--	--	(1,137)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(1,137)	--	--	(1,137)	Changes for the year
Dampak valuta asing	92	--	--	92	Foreign exchange
Saldo akhir	1,153	--	--	1,153	Ending balance

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai untuk tahun 2023 dan 2022 telah memadai.

The Bank's management believed that allowance for impairment losses in 2023 and 2022 is adequate.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat giro pada bank lain yang dijaminkan.

As of December 31, 2023 and 2022, there were no current accounts with other banks which were pledged.

7. Penempatan pada Bank Indonesia dan Bank Lain

7. Placements with Bank Indonesia and Other Banks

Penempatan pada Bank Indonesia dan bank lain terdiri dari:

Placements with Bank Indonesia and other banks as follows:

a. Berdasarkan pihak, mata uang, dan jenis

a. Based on counterparties, currency, and type

31 Desember/December 31,					
2023		2022			
Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah		
Pihak ketiga				Third party	
Rupiah				Rupiah	
Penempatan pada Bank Indonesia				Placements with Bank Indonesia	
Deposito berjangka Bank Indonesia	2,349,657		5,198,757	Term Deposits of Bank Indonesia	
Fasilitas simpanan Bank Indonesia	--		2,299,697	Deposit facilities of Bank Indonesia	
	<u>2,349,657</u>		<u>7,498,454</u>		

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		31 Desember/December 31,			
		2023		2022	
		Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah
Penempatan pada bank lain					
Interbank call money					
Citibank NA, Jakarta			906,343		--
PT Bank OCBC NISP Tbk			100,000		--
			1,006,343		--
			3,356,000		7,498,454
Mata uang asing - Dolar AS					
Penempatan pada Bank Indonesia					
Deposito berjangka Bank Indonesia			--	107,000,000	1,665,722
			--		1,665,722
Total			3,356,000		9,164,176
Cadangan kerugian penurunan nilai			(3,373)		--
Neto			3,352,627		9,164,176

- b. Penempatan pada Bank Indonesia dan bank lain kepada pihak berelasi diungkapkan pada Catatan 39. Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Tingkat suku bunga rata-rata tertimbang setahun untuk penempatan adalah sebagai berikut:

	2023	2022
Rupiah	5.38%	2.95%
Mata uang asing		
Dolar Amerika Serikat	4.93%	1.59%

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh penempatan pada bank lain digolongkan lancar.

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai untuk tahun 2023 telah memadai.

- c. **Perubahan nilai bruto dan cadangan kerugian penurunan nilai**
 Perubahan nilai bruto

		2023			
		Stage 1	Stage 2	Stage 3	Total
Nilai tercatat bruto awal					
1 Januari 2023		9,164,176	--	--	9,164,176
Aset keuangan baru		1,006,343	--	--	1,006,343
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)		--	--	--	--
Pengukuran kembali		(6,832,763)	--	--	(6,832,763)
Penghapusbukuan		--	--	--	--
Total perubahan nilai bruto tahun berjalan		(5,826,420)	--	--	(5,826,420)
Dampak valuta asing		18,244	--	--	18,244
Nilai tercatat bruto akhir		3,356,000	--	--	3,356,000

- b. *Placements with Bank Indonesia and other banks with related parties are disclosed in Note 39. Information in respect of maturities are disclosed in Note 45e. Information with regard to the classification and fair value are disclosed in Note 44.*

The weighted average of interest rate per annum for placements were as follows:

Rupiah	
Foreign currency	
United States Dollar	

Based on the Bank's management review and evaluation, all placement with other banks were classified as current.

The Bank's management believed that allowance for impairment losses in 2023 is adequate.

- c. **Movement of gross carrying amount allowance for impairment losses**
 Movement of gross carrying amount

Initial gross carrying amount as at January 1, 2023	
New financial assets	
Financial assets derecognized or repaid (exclude write-off)	
Remeasurement	
Written off	
Changes in gross carrying amount for the year	
Foreign exchange	
Ending gross carrying amount	

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	2022				
	Stage 1	Stage 2	Stage 3	Total	
Nilai tercatat bruto awal 1 Januari 2022	9,810,711	--	--	9,810,711	Initial gross carrying amount as at January 1, 2022
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(580,785)	--	--	(580,785)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(580,785)	--	--	(580,785)	Changes in gross carrying amount for the year
Dampak valuta asing	(65,750)	--	--	(65,750)	Foreign exchange
Nilai tercatat bruto akhir	9,164,176	--	--	9,164,176	Ending gross carrying amount

Perubahan cadangan kerugian penurunan nilai *Movement of allowance for impairment losses*

	2023				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	--	--	--	--	Beginning balance
Aset keuangan baru	3,373	--	--	3,373	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	--	--	--	--	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	3,373	--	--	3,373	Changes for the year
Dampak valuta asing	--	--	--	--	Foreign exchange
Saldo akhir	3,373	--	--	3,373	Ending balance

Pada tanggal 31 Desember 2023 dan 2022
 tidak terdapat penempatan pada Bank
 Indonesia dan bank lain yang dijaminkan.

*As of December 31, 2023 and 2022, there
 were no placements with Bank Indonesia and
 other banks which were pledged.*

8. Efek-Efek

8. Securities

Efek-efek terdiri dari:

Securities consist of:

a. Berdasarkan jenis dan mata uang

a. Based on type and currency

31 Desember/December 31 ,					
2023			2022		
Nilai Nominal/ Nominal value	Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value		Nilai Nominal/ Nominal value	Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value	
					Related parties
Pihak berelasi					Fair value through other
Nilai wajar melalui penghasilan komprehensif lain					comprehensive income
Rupiah					Rupiah
Obligasi korporasi	200,000	198,288	200,000	192,200	Corporate bonds
					Third parties
Pihak ketiga					Fair value through profit or loss
Nilai wajar melalui laba rugi					
Rupiah					Rupiah
Obligasi Pemerintah					Indonesian Government
Indonesia	2,000,278	2,071,612	1,480,762	1,436,937	Bonds
Obligasi Ritel Indonesia	4,047	3,973	5,892	5,736	Indonesian Retail bonds
	2,004,325	2,075,585	1,486,654	1,442,673	
					Foreign currencies
Mata uang asing					
Obligasi Republik Indonesia	91,535	81,127	93,483	77,344	Republic of Indonesia Bonds
	91,535	81,127	93,483	77,344	
Total - nilai wajar melalui laba rugi	2,095,860	2,156,712	1,580,137	1,520,017	Total - fair value through profit or loss

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31 Desember/December 31 ,					
2023			2022		
	Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value		Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value		
Nilai Nominal/ Nominal value		Nilai Nominal/ Nominal value			
Nilai wajar melalui penghasilan komprehensif lain					Fair value through other comprehensive income
Rupiah					Rupiah
Obligasi Pemerintah Indonesia	28,983,355	29,886,356	36,818,476	36,820,053	Indonesian Government Bonds
Obligasi Ritel Indonesia	300,000	294,276	300,000	291,585	Indonesian Retail Bonds
Obligasi korporasi	18,700	18,764	220,700	222,742	Corporate bonds
Sekuritas Rupiah Bank Indonesia	5,188,424	4,938,409	--	--	Bank Indonesian Rupiah Securities
	34,490,479	35,137,805	37,339,176	37,334,380	
Mata uang asing					Foreign currencies
Obligasi Republik Indonesia	146,272	131,783	147,891	131,344	Republic of Indonesia bonds
	146,272	131,783	147,891	131,344	
Total - nilai wajar melalui penghasilan komprehensif lain	34,636,751	35,269,588	37,487,067	37,465,724	Total - fair value through other comprehensive income
Total efek-efek		37,624,588		39,177,941	Total securities
Cadangan kerugian penurunan nilai		--		(915)	Allowance for impairment losses
Neto		37,624,588		39,177,026	Net

- b. Berdasarkan peringkat
 Rincian peringkat obligasi korporasi pada
 tanggal 31 Desember 2023 dan 2022 adalah
 sebagai berikut:

- b. Based on rating
 The ratings of corporate bonds as of
 December 31, 2023 and 2022 are as follows:

31 Desember/December 31 ,				
2023		2022		
Peringkat/ Rating	Jumlah/ Total	Peringkat/ Rating	Jumlah/ Total	
Nilai wajar melalui penghasilan komprehensif lain				Fair value through other comprehensive income
Rupiah				Rupiah
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	A(idn)	198,288	A(idn)	192,200
PT Bank Pan Indonesia Tbk	idA+	13,538	idA+	68,187
PT Indah Kiat Pulp & Paper Tbk	idA+	5,226	idA+	5,321
PT Bank Rakyat Indonesia (Persero) Tbk		--	idAAA	149,234
Total - nilai wajar melalui penghasilan komprehensif lain		217,052		414,942
				Total - fair value through other comprehensive income

Lembaga pemeringkat untuk obligasi yang
 diterbitkan oleh PT Bank Pan Indonesia Tbk,
 PT Bank Rakyat Indonesia (Persero) Tbk, dan
 PT Indah Kiat Pulp & Paper Tbk adalah PT
 Pefindo.

The rating agency for bonds issued by PT
 Bank Pan Indonesia Tbk, PT Bank Rakyat
 Indonesia (Persero) Tbk, and PT Indah Kiat
 Pulp & Paper Tbk was PT Pefindo.

Lembaga pemeringkat untuk obligasi yang
 diterbitkan oleh PT Bank Pembangunan
 Daerah Sulawesi Utara dan Gorontalo adalah
 PT Fitch Ratings Indonesia.

The rating agency for bonds issued by PT
 Bank Pembangunan Daerah Sulawesi Utara
 dan Gorontalo was PT Fitch Ratings
 Indonesia.

- c. Tingkat suku bunga rata-rata tertimbang
 setahun untuk obligasi korporasi adalah
 sebagai berikut:

- c. The weighted average interest rates per
 annum for corporate bonds are as follows:

	2023	2022	
Rupiah	7.76%	7.59%	Rupiah

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- d. Pada tanggal 31 Desember 2023, Obligasi Pemerintah Bank dalam Rupiah yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan nilai wajar melalui penghasilan komprehensif lain akan jatuh tempo pada berbagai tanggal antara tahun 2024 sampai dengan 2051 dengan tingkat suku bunga berkisar antara 4,90% sampai dengan 11,00% per tahun.

Pada tanggal 31 Desember 2022, Obligasi Pemerintah Bank dalam Rupiah yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan nilai wajar melalui penghasilan komprehensif lain akan jatuh tempo pada berbagai tanggal antara tahun 2023 sampai dengan 2051 dengan tingkat suku bunga berkisar antara 4,95% sampai dengan 11,00% per tahun.

Pembayaran bunga atas obligasi pemerintah dengan suku bunga tetap tersebut dilakukan setiap 6 bulan, dimana Bank Indonesia bertindak selaku agen pembayaran.

- e. Pada tanggal 31 Desember 2023, Obligasi Pemerintah Bank dalam Dolar Amerika Serikat yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan nilai wajar melalui penghasilan komprehensif lain akan jatuh tempo pada berbagai tanggal antara tahun 2024 sampai dengan 2071 dengan tingkat suku bunga berkisar antara 2,15% sampai dengan 5,45% per tahun.

Pada tanggal 31 Desember 2022, Obligasi Pemerintah Bank dalam Dolar Amerika Serikat yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan nilai wajar melalui penghasilan komprehensif lain akan jatuh tempo pada berbagai tanggal antara tahun 2024 sampai dengan 2071 dengan tingkat suku bunga berkisar antara 1,85% sampai dengan 5,95% per tahun.

Pembayaran bunga atas obligasi pemerintah dengan suku bunga tetap tersebut dilakukan setiap 6 bulan, dimana Bank Indonesia bertindak selaku agen pembayaran.

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- d. As of December 31, 2023, Bank's Government Bonds in Rupiah classified as fair value through profit or loss and fair value through other comprehensive income will mature on various dates between 2024 to 2051 with interest rates between 4.90% to 11.00% per annum.

As of December 31, 2022, Bank's Government Bonds in Rupiah classified as fair value through profit or loss and fair value through other comprehensive income will mature on various dates between 2022 to 2051 with interest rates between 4.95% to 11.00% per annum.

The interest payment of the fixed rate government bonds is collectible every 6 months, with Bank Indonesia acting as the payment agent.

- e. As of December 31, 2023, Bank's Government Bonds in United States Dollar classified as fair value through profit or loss and fair value through other comprehensive income will mature on various dates between 2024 to 2071 with interest rates ranging from 2.15% to 5.45% per annum.

As of December 31, 2022, Bank's Government Bonds in United States Dollar classified as fair value through profit or loss and fair value through other comprehensive income will mature on various dates between 2024 to 2071 with interest rates ranging from 1.85% to 5.95% per annum.

The interest payment of the fixed rate government bonds is collectible every 6 months, with Bank Indonesia acting as the payment agent.

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f. Informasi mengenai jatuh tempo efek-efek diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

f. Information in respect of maturities for securities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

g. Perubahan keuntungan/(kerugian) yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain adalah sebagai berikut:

g. Unrealized gains/(loss) from changes in fair values through other comprehensive income securities are as follows:

	2023	2022	
Saldo awal	(354,703)	(40,754)	Beginning balance
Perubahan nilai wajar	611,851	(387,591)	Changes in fair value
Cadangan kerugian penurunan nilai (Catatan 8.i)	844	--	Allowance for impairment losses (Note 8.i)
Pajak penghasilan yang akan direklasifikasi ke laba rugi (Catatan 21.f)	(116,251)	73,642	Income tax which will reclassified to profit or loss (Note 21.f)
Saldo akhir	141,741	(354,703)	Ending balance

h. Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh efek-efek pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar.

h. Based on the Bank's management review and evaluation, all securities as of December 31, 2023 and 2022 were classified as current.

i. **Perubahan nilai bruto dan cadangan kerugian penurunan nilai**

i. **Movement of gross carrying amount and allowance for impairment losses**

Perubahan nilai bruto

Movement of gross carrying amount

2023					
Stage 1	Stage 2	Stage 3	Total		
Nilai tercatat bruto awal 1 Januari 2023	39,177,941	--	--	39,177,941	Initial gross carrying amount as at January 1, 2023
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(149,234)	--	--	(149,234)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(1,401,833)	--	--	(1,401,833)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(1,551,067)	--	--	(1,551,067)	Changes in gross carrying amount for the year
Dampak valuta asing	(2,286)	--	--	(2,286)	Foreign exchange
Nilai tercatat bruto akhir	37,624,588	--	--	37,624,588	Ending gross carrying amount
2022					
Stage 1	Stage 2	Stage 3	Total		
Nilai tercatat bruto awal 1 Januari 2022	25,688,236	--	--	25,688,236	Initial gross carrying amount as at January 1, 2022
Aset keuangan baru	5,321	--	--	5,321	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(197,763)	--	--	(197,763)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	13,666,429	--	--	13,666,429	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	13,473,987	--	--	13,473,987	Changes in gross carrying amount for the year
Dampak valuta asing	15,718	--	--	15,718	Foreign exchange
Nilai tercatat bruto akhir	39,177,941	--	--	39,177,941	Ending gross carrying amount

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Perubahan cadangan kerugian penurunan nilai

Movement of allowance for impairment losses

	2023				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	915	--	--	915	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(71)	--	--	(71)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(71)	--	--	(71)	Changes for the year
Dampak valuta asing	--	--	--	--	Foreign exchange
Saldo akhir	844	--	--	844	Ending balance

*) Pada tanggal 31 Desember 2023, cadangan kerugian penurunan nilai atas efek-efek dibentuk atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain, sehingga disajikan pada akun penghasilan komprehensif lain (Catatan 8.g).

*) As of December 31, 2023, allowance for impairment losses on securities is established for securities measured at fair value through other comprehensive income, so the amount is presented in other comprehensive income (Note 8.g).

	2022				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	969	--	--	969	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(54)	--	--	(54)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(54)	--	--	(54)	Changes for the year
Dampak valuta asing	--	--	--	--	Foreign exchange
Saldo akhir	915	--	--	915	Ending balance

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai untuk tahun 2023 dan 2022 telah memadai.

The Bank's management believed that allowance for impairment losses in 2023 and 2022 is adequate.

j. Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat efek-efek yang dijaminkan.

j. As of December 31, 2023 and 2022, there were no securities which were pledged.

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9. Efek-Efek yang Dibeli dengan Janji Dijual Kembali

Pada 31 Desember 2023 dan 2022, efek-efek yang dibeli dengan janji dijual kembali masing-masing sebesar Rp7.215.441 dan Rp3.254.705 dengan detail sebagai berikut:

31 Desember/December 31, 2023							
Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Due date	Nilai penjualan kembali/ Resale amount	Pendapatan bunga yang belum diamortisasi/ Unamortized interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third Parties							
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah/ Government bonds	1,300,000	13 Desember/ December 13, 2023	5 Januari/ January 5, 2024	1,225,378	(866)	1,224,512
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah/ Government bonds	1,100,000	15 Desember/ December 15, 2023	3 Januari/ January 3, 2024	1,036,011	(365)	1,035,646
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah/ Government bonds	1,500,000	19 Desember/ December 19, 2023	5 Januari/ January 5, 2024	1,414,051	(990)	1,413,061
PT Bank Victoria International Tbk	Obligasi Pemerintah/ Government bonds	500,000	20 Desember/ December 20, 2023	3 Januari/ January 3, 2024	501,452	(176)	501,276
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah/ Government bonds	1,210,000	22 Desember/ December 22, 2023	10 Januari/ January 10, 2024	1,143,876	(1,796)	1,142,080
Bank Indonesia	Obligasi Pemerintah/ Government bonds	2,000,000	29 Desember/ December 29, 2023	5 Januari/ January 5, 2024	1,900,131	(1,265)	1,898,866
Total		7,610,000			7,220,899	(5,458)	7,215,441

31 Desember/December 31, 2022							
Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Due date	Nilai penjualan kembali/ Resale amount	Pendapatan bunga yang belum diamortisasi/ Unamortized interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third Parties							
Bank Indonesia	Obligasi Pemerintah/ Government bonds	500,000	26 Desember/ December 26, 2022	2 Januari/ January 2, 2023	481,677	(73)	481,604
Bank Indonesia	Obligasi Pemerintah/ Government bonds	500,000	29 Desember/ December 29, 2022	5 Januari/ January 5, 2023	476,189	(291)	475,898
Bank Indonesia	Obligasi Pemerintah/ Government bonds	2,400,000	30 Desember/ December 30, 2022	6 Januari/ January 6, 2023	2,298,958	(1,755)	2,297,203
Total		3,400,000			3,256,824	(2,119)	3,254,705

Pada tanggal 31 Desember 2023 dan 2022, Manajemen Bank berpendapat bahwa tidak terdapat penurunan nilai pada efek-efek yang dibeli dengan janji dijual kembali, sehingga cadangan kerugian penurunan nilai tidak dibentuk.

Pada tanggal 31 Desember 2023 dan 2022, efek-efek yang dibeli dengan janji dijual kembali digolongkan lancar.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Tingkat suku bunga rata-rata tertimbang setahun untuk efek-efek yang dibeli dengan janji dijual kembali untuk tahun yang berakhir 31 Desember 2023 dan 2022 masing-masing adalah 6,18% dan 5,50%.

9. Securities Purchased Under Agreement to Resell

As of December 31, 2023 and 2022, securities purchased under agreement to resell amounting to Rp7,215,441 and Rp3,254,705, respectively with detail as follows:

As of December 31, 2023 and 2022, the Bank's Management believes that there was no impairment in securities purchased under agreement to resell so allowance for impairment on losses was not established.

As of December 31, 2023 and 2022, all securities securities purchased under the agreement to resell are classified as current.

Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

The weighted average of interest rate per annum for securities purchased under agreement to resell for the years ended December 31, 2023 and 2022 were 6.18% and 5.50%, respectively.

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10. Tagihan dan Liabilitas Derivatif

10. Derivatives Receivable and Payable

Ikhtisar atas tagihan derivatif dan liabilitas derivatif pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

The summary of derivative receivable and derivative payable as of December 31, 2023 and 2022 is as follows:

31 Desember/December 31, 2023				
Transaksi	Nilai nosional (kontrak) (ekuivalen dengan Rp)/ Notional amount (contract) (equivalent to Rp)	Nilai Wajar/Fair Value		Transactions
		Tagihan derivatif/ Derivative receivable	Liabilitas derivatif/ Derivative payable	
Terkait nilai tukar				Related to exchange rate contracts
Pihak ketiga				Third parties
Swap				Swap
Dolar Amerika Serikat	3,453,054	16,826	11,406	United States Dollar
Mata uang asing lain	260,031	2,937	40	Other foreign currencies
Option - jual				Option - sell
Dolar Amerika Serikat	535,816	--	6,321	United States Dollar
Spot - beli				Spot - buy
Dolar Amerika Serikat	380,090	55	463	United States Dollar
Mata uang asing lain	10,269	4	2	Other foreign currencies
Spot - jual				Spot - sell
Dolar Amerika Serikat	303,830	577	48	United States Dollar
Mata uang asing lain	16,495	19	7	Other foreign currencies
Forward - beli				Forward - buy
Dolar Amerika Serikat	31,564	--	434	United States Dollar
Forward - jual				Forward - sell
Dolar Amerika Serikat	56,969	556	210	United States Dollar
Total		20,974	18,931	Total

31 Desember/December 31, 2022				
Transaksi	Nilai nosional (kontrak) (ekuivalen dengan Rp)/ Notional amount (contract) (equivalent to Rp)	Nilai Wajar/Fair Value		Transactions
		Tagihan derivatif/ Derivative receivable	Liabilitas derivatif/ Derivative payable	
Terkait nilai tukar				Related to exchange rate contracts
Pihak ketiga				Third parties
Spot - beli				Spot - buy
Dolar Amerika Serikat	114,745	11	1,370	United States Dollar
Mata uang asing lain	17,726	34	41	Other foreign currencies
Spot - jual				Spot - sell
Dolar Amerika Serikat	146,335	1,590	--	United States Dollar
Mata uang asing lain	7,586	--	7	Other foreign currencies
Swap				Swap
Dolar Amerika Serikat	4,751,569	7,304	63,981	United States Dollar
Mata uang asing lain	321,983	523	--	Other foreign currencies
Forward - beli				Forward - buy
Dolar Amerika Serikat	551,090	16	1,165	United States Dollar
Forward - jual				Forward - sell
Dolar Amerika Serikat	179,026	527	253	United States Dollar
Mata uang asing lain	9,189	114	--	Other foreign currencies
Option - jual				Option - sell
Dolar Amerika Serikat	42,032	--	1	United States Dollar
Total		10,119	66,818	Total

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh tagihan derivatif pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar.

Based on the Bank's management review and evaluation, all derivatives receivables as of December 31, 2023 and 2022 are classified as current.

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Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2023 dan 2022 tidak diperlukan.

The Bank's management believed that allowance for impairment losses as of December 31, 2023 and 2022 were not required.

11. Kredit yang Diberikan

11. Loans

Kredit yang diberikan terdiri dari:

Loans consist of the following:

a. Berdasarkan jenis kredit dan mata uang

a. Based on type of loans and currency

	2023	2022	
Pihak berelasi (Catatan 39)			Related parties (Note 39)
Rupiah:			Rupiah:
Modal kerja	655,156	174,677	Working capital
Investasi	560,521	532,179	Investment
Konsumsi	45,507	52,779	Consumer
	<u>1,261,184</u>	<u>759,635</u>	
Mata uang asing:			Foreign currencies:
Investasi	57,408	121,262	Investment
Total kredit yang diberikan	<u>1,318,592</u>	<u>880,897</u>	Total related parties loans
Pihak ketiga			Third parties
Rupiah:			Rupiah:
Investasi	38,908,725	42,599,251	Investment
Konsumsi	9,092,019	8,457,084	Consumer
Modal kerja	6,153,456	6,170,755	Working capital
	<u>54,154,200</u>	<u>57,227,090</u>	
Mata uang asing:			Foreign currencies:
Investasi	6,733,306	9,420,472	Investment
Modal kerja	4,098,621	2,782,844	Working capital
	<u>10,831,927</u>	<u>12,203,316</u>	
Total kredit pihak ketiga	<u>64,986,127</u>	<u>69,430,406</u>	Total third parties loans
Total	<u>66,304,719</u>	<u>70,311,303</u>	Total
Pendapatan bunga yang ditangguhkan	(11,823)	(21,946)	Unearned interest income
Total	<u>66,292,896</u>	<u>70,289,357</u>	Total
Cadangan kerugian penurunan nilai	(604,816)	(572,030)	Allowance for impairment losses
Total kredit yang diberikan - neto	<u><u>65,688,080</u></u>	<u><u>69,717,327</u></u>	Total loans - net

Rasio kredit bermasalah Bank adalah sebagai berikut:

The Bank's non performing loan ratios are as follows:

	2023	2022	
Bruto	1.57%	1.23%	Gross
Bersih	1.18%	0.91%	Net

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b. Berdasarkan sektor ekonomi, mata uang, dan kolektibilitas

b. Based on economic sector, currency, and collectibility

31 Desember/December 31, 2023													
	Lancar/ Current	Dalam Perhatian Khusus/ Special Mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total							
Rupiah							Rupiah						
Jasa usaha	11,782,096	532,896	--	2,397	194,799	12,512,188	Business services						
Konstruksi	3,374,328	113,489	--	--	153,558	3,641,375	Construction						
Pengangkutan, pergudangan dan komunikasi	8,939,528	1,097,894	10,936	41,090	195,361	10,284,809	Transportation, warehouse and communication						
Pertanian, perburuan dan sarana pertanian	6,526,301	455	--	--	--	6,526,756	Agriculture, hunting and agriculture improvement						
Perindustrian	5,537,181	871,855	217	--	16,826	6,426,079	Industrial						
Pertambangan	4,485,108	--	--	--	62,242	4,547,350	Mining						
Perdagangan, restoran dan perhotelan	1,581,035	18,821	1,254	52,734	96,785	1,750,629	Trading, restaurant and hotel						
Listrik, gas dan air	333,849	--	--	--	--	333,849	Electricity, gas and water						
Jasa sosial	240,570	3,648	--	6,530	1,548	252,296	Social services						
Lain-lain	8,552,906	381,244	66,755	100,550	38,598	9,140,053	Others						
	51,352,902	3,020,302	79,162	203,301	759,717	55,415,384							
Mata uang asing							Foreign currencies						
Jasa usaha	6,573,761	--	--	--	--	6,573,761	Business services						
Pertambangan	3,010,021	--	--	--	--	3,010,021	Mining						
Perdagangan, restoran dan perhotelan	1,114,793	--	--	--	--	1,114,793	Trading, restaurant and hotel						
Pengangkutan, pergudangan dan komunikasi	9,557	--	--	--	--	9,557	Transportation, warehouse and communication						
Perindustrian	181,203	--	--	--	--	181,203	Industrial						
	10,889,335	--	--	--	--	10,889,335							
Total	62,242,237	3,020,302	79,162	203,301	759,717	66,304,719	Total						
Dikurangi:							Less:						
Pendapatan bunga yang ditangguhkan						(11,823)	Unearned interest income						
Cadangan kerugian penurunan nilai						(604,816)	Allowance for impairment losses						
Neto						65,688,080	Net						

31 Desember/December 31, 2022													
	Lancar/ Current	Dalam Perhatian Khusus/ Special Mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total							
Rupiah							Rupiah						
Jasa usaha	11,865,246	516,966	18,129	--	195,890	12,596,231	Business services						
Konstruksi	9,601,654	54,026	682	69,972	38,324	9,764,658	Construction						
Pengangkutan, pergudangan dan komunikasi	7,949,787	700,729	54,369	41,356	153,887	8,900,128	Transportation, warehouse and communication						
Pertanian, perburuan dan sarana pertanian	6,098,819	819	--	--	31	6,099,669	Agriculture, hunting and agriculture improvement						
Perindustrian	4,232,636	893,111	--	50	255	5,126,052	Industrial						
Pertambangan	4,373,223	--	1,331	--	60,910	4,435,464	Mining						
Perdagangan, restoran dan perhotelan	1,712,733	157,012	473	2,260	18,218	1,890,696	Trading, restaurant and hotel						
Listrik, gas dan air	396,264	94	--	--	--	396,358	Electricity, gas and water						
Jasa sosial	259,454	6,314	--	--	1,838	267,606	Social services						
Lain-lain	7,906,044	403,162	61,176	105,068	34,413	8,509,863	Others						
	54,395,860	2,732,233	136,160	218,706	503,766	57,966,725							
Mata uang asing							Foreign currencies						
Jasa usaha	8,505,145	--	--	--	--	8,505,145	Business services						
Pertambangan	2,163,819	--	--	--	--	2,163,819	Mining						
Perdagangan, restoran dan perhotelan	1,111,000	--	--	--	--	1,111,000	Trading, restaurant and hotel						
Pengangkutan, pergudangan dan komunikasi	355,097	--	--	--	--	355,097	Transportation, warehouse and communication						
Perindustrian	189,517	--	--	--	--	189,517	Industrial						
	12,324,578	--	--	--	--	12,324,578							
Total	66,720,438	2,732,233	136,160	218,706	503,766	70,311,303	Total						
Dikurangi:							Less:						
Pendapatan bunga yang ditangguhkan						(21,946)	Unearned interest income						
Cadangan kerugian penurunan nilai						(572,030)	Allowance for impairment losses						
Neto						69,717,327	Net						

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- c. Berdasarkan jangka waktu
 Berdasarkan jangka waktu perjanjian kredit
 sebelum dikurangi pendapatan bunga yang
 ditangguhkan dan cadangan kerugian
 penurunan nilai.

- c. *Based on loan periods*
By term loan based on loan agreement before
unearned interest income and allowance for
impairment losses.

	2023	2022	
Rupiah			Rupiah
Kurang dari 1 tahun	12,125,173	10,630,188	Less than 1 year
1 - 2 tahun	2,455,140	2,216,535	1 - 2 years
>2 - 5 tahun	17,720,645	18,765,541	>2 - 5 years
Lebih dari 5 tahun	23,114,426	26,374,461	More than 5 years
	<u>55,415,384</u>	<u>57,986,725</u>	
Mata uang asing			Foreign currencies
Kurang dari 1 tahun	266,320	256,629	Less than 1 year
1 - 2 tahun	--	--	1 - 2 years
>2 - 5 tahun	9,614,055	11,120,670	>2 - 5 years
Lebih dari 5 tahun	1,008,960	947,279	More than 5 years
	<u>10,889,335</u>	<u>12,324,578</u>	
Total	<u>66,304,719</u>	<u>70,311,303</u>	Total

Kredit yang diberikan ke pihak berelasi
 diungkapkan pada Catatan 39. Informasi
 mengenai jatuh tempo diungkapkan pada
 Catatan 45e. Informasi mengenai klasifikasi
 dan nilai wajar diungkapkan pada Catatan 44.

Loans to related parties are disclosed in Note
39. Information in respect of maturities are
disclosed in Note 45e. Information with regards
to the classification and fair are disclosed in
Note 44.

Berikut ini adalah informasi lainnya
 sehubungan dengan kredit yang diberikan:

Other information relating to loans were as
follows:

- a. Kredit yang diberikan dalam mata uang
 asing terdiri dari Dolar Amerika Serikat dan
 Euro Eropa.
- a. *Loans in foreign currencies were*
denominated in United States Dollar and
Euro Europe.
- b. Kredit yang diberikan dijamin dengan
 agunan tunai berupa giro (Catatan 16),
 deposito berjangka (Catatan 18), agunan
 yang diikat dengan hak tanggungan atau
 surat kuasa untuk menjual dan jaminan lain
 yang umumnya diterima oleh perbankan.
- b. *Loans are secured with cash collaterals*
consisting of current accounts (Note 16),
time deposits (Note 18), collaterals bonded
by security right or powers of attorney to
sell and by other guarantees generally
accepted by banks.
- d. Suku bunga rata-rata tertimbang setahun atas
 kredit yang diberikan adalah sebagai berikut:
- d. *The weighted average interest rates per*
annum for loans are as follows:

	2023	2022	
Rupiah			Rupiah
Investasi	11.34%	11.41%	Investment
Modal kerja	10.45%	10.87%	Working capital
Konsumsi	11.70%	11.62%	Consumer
Mata uang asing			Foreign currencies
Investasi	9.81%	7.97%	Investment
Modal kerja	8.73%	9.07%	Working capital

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e. Kredit konsumsi terdiri dari:

	2023	2022
Rupiah		
Kartu kredit	6,345,044	6,208,581
Kredit kendaraan bermotor	2,479,981	1,883,941
Kredit pemilikan rumah	194,638	241,356
Kredit perorangan lainnya	117,863	175,985
Total	9,137,526	8,509,863

Rupiah
 Credit card
 Motor vehicle loans
 Housing loans
 Other personal loans
Total

f. Rincian kredit yang diberikan pada pihak berelasi (sebelum cadangan kerugian penurunan nilai) adalah sebagai berikut (Catatan 39):

	2023	2022
Pinjaman perusahaan yang merupakan pihak berelasi	1,247,150	806,891
Pinjaman manajemen kunci	11,818	12,470
Pinjaman komisaris dan direksi perusahaan yang merupakan pihak berelasi	59,624	61,536
Total	1,318,592	880,897

Loans to related companies
 Loans to the Bank's key management personnel
 Loans to related companies' directors and commissioners
Total

Pinjaman direksi dan karyawan Bank merupakan kredit yang diberikan untuk pembelian kendaraan dan rumah serta kartu kredit dengan jangka waktu yang berkisar antara 1 (satu) sampai dengan 15 (lima belas) tahun dengan suku bunga setahun rata-rata berkisar antara 5,75%-10,00% dan 0,00%-9,50% untuk tahun 2023 dan 2022, yang dilunasi melalui pemotongan gaji setiap bulan. Pada tanggal 31 Desember 2023 dan 2022, pinjaman direksi dan karyawan bank tersebut digolongkan lancar.

Loans to the Bank's directors and employees represent loans granted for car loans, housing loans and credit cards with terms ranging from 1 (one) to 15 (fifteen) years with an average loan interest of between 5.75%-10.00% and 0.00%-9.50% per annum in 2023 and 2022, respectively, which are collected through monthly payroll deductions. As of December 31, 2023 and 2022, loans to the Bank's director and employees are classified as current.

g. Rincian kredit yang direstrukturisasi (meliputi modifikasi persyaratan kredit dan perpanjangan jatuh tempo) pada 31 Desember 2023 dan 2022 adalah sebagai berikut:

	2023	2022
Kredit yang direstrukturisasi	3,401,313	5,177,609
Cadangan kerugian penurunan nilai	(222,673)	(263,640)
Total	3,178,640	4,913,969

Restructuring loan
 Allowance for impairment losses
Total

Termasuk dalam saldo 31 Desember 2023 dan 2022, kredit yang direstrukturisasi masing-masing sebesar Rp1.017.338 dan Rp3.844.195 merupakan kredit yang direstruktur terkait dampak dari pandemi Covid-19.

Included in the balance of December 31, 2023 and 2022, restructured loans amounting to Rp1,017,338 and Rp3,844,195, respectively, which are restructured loans related to the impact of the Covid-19 pandemic.

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h. Pada tanggal 31 Desember 2023 dan 2022, jumlah kredit yang telah dihentikan pengakuan pendapatan bunganya (kredit bermasalah) masing-masing sebesar Rp1.042.180 dan Rp858.632 atau sebesar 1,57% dan 1,23% dari jumlah kredit yang diberikan.

i. Pinjaman sindikasi
 Pinjaman sindikasi merupakan pinjaman yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama dengan bank - bank lain.

Keikutsertaan bank dalam pinjaman sindikasi dengan bank-bank lain adalah sebesar Rp4.022.880 dan Rp4.539.994 masing-masing pada tanggal 31 Desember 2023 dan 2022.

Keikutsertaan bank dalam pinjaman sindikasi, dimana bank bertindak sebagai anggota sindikasi adalah sebagai berikut:

	2023	2022
% Partisipasi	0.14%-13.6%	1.00%-25.00%

j. Perincian pinjaman bermasalah dan cadangan kerugian penurunan nilai berdasarkan sektor ekonomi adalah sebagai berikut:

h. As of December 31, 2023 and 2022, total loans which interest income therein have ceased to accrue (non-performing loans) amounted to Rp1,042,180 and Rp858,632, or representing 1.57% and 1.23% of total loans, respectively.

i. Syndicated loans
 Syndicated loans represent loans provided to debtors based on syndication agreements with other banks.

Bank's participation in syndicated loans with other banks amounted to Rp4,022,880 and Rp4,539,994 as of December 31, 2023 and 2022, respectively.

Bank's participation in syndicated loans, in which bank acts as the syndication member, is as follows:

j. Details of non-performing loans and allowance for impairment losses based on economic sector are as follows:

31 Desember/December 31,					
	2023		2022		
	Pokok/ Principal	Cadangan Kerugian Penurunan Nilai/ Allowance for Impairment Losses	Pokok/ Principal	Cadangan Kerugian Penurunan Nilai/ Allowance for Impairment Losses	
Pengangkutan, pergudangan dan komunikasi	247,387	77,459	249,612	58,773	Transportation, warehouse and communication
Jasa usaha	197,196	56,489	214,019	56,430	Business services
Konstruksi	153,558	14,560	108,978	7,062	Construction
Pertambangan	62,242	22,936	62,241	15,352	Mining
Perdagangan, restoran dan perhotelan	150,773	13,465	20,951	5,507	Trading, restaurant and hotel
Jasa sosial	8,078	1,463	1,838	856	Social services
Perindustrian	17,043	6,876	305	101	Industrial
Pertanian, perburuan dan sarana pertanian	—	—	31	10	Agriculture, hunting and agriculture improvement
Lain-lain	205,903	70,278	200,657	74,236	Others
Total	1,042,180	263,526	858,632	218,327	Total

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k. Perubahan nilai bruto dan cadangan kerugian penurunan nilai

Perubahan nilai bruto

k. Movement of gross carrying amount and allowance for impairment losses

Movement of gross carrying amount

	2023			
	Stage 1	Stage 2	Stage 3	Total
Nilai tercatat bruto awal 1 Januari 2023	68,207,529	1,245,142	858,632	70,311,303
Transfer ke kerugian kredit ekspektasian 12 bulan (stage 1)	(758,031)	521,654	236,377	--
Transfer ke kerugian kredit ekspektasian sepanjang umurnya - tidak mengalami penurunan nilai (stage 2)	534,620	(763,488)	228,868	--
Transfer ke kerugian kredit ekspektasian yang mengalami penurunan nilai (stage 3)	(199,382)	(227,882)	427,264	--
Total saldo awal setelah pengalihan	67,784,736	775,426	1,751,141	70,311,303
Pengukuran kembali nilai tercatat - neto	(3,403,852)	236,544	(238,826)	(3,406,134)
Aset keuangan yang dihapus buku	--	--	(470,135)	(470,135)
Dampak valuta asing	(130,315)	--	--	(130,315)
Saldo akhir	64,250,569	1,011,970	1,042,180	66,304,719

Initial gross carrying amount as at January 1, 2023

Transfer to 12 month expected credit losses (stage 1)

Transfer to lifetime expected credit losses - unimpaired (stage 2)

Transfer to lifetime expected credit losses - impaired (stage 3)

Total beginning balance after transfer

Remeasurement of carrying amount - net

Write-off assets

Effects of foreign exchange
Ending balance

	2022			
	Stage 1	Stage 2	Stage 3	Total
Nilai tercatat bruto awal 1 Januari 2022	57,820,000	2,242,695	678,199	60,740,894
Transfer ke kerugian kredit ekspektasian 12 bulan (stage 1)	(962,765)	552,325	410,440	--
Transfer ke kerugian kredit ekspektasian sepanjang umurnya - tidak mengalami penurunan nilai (stage 2)	237,841	(277,732)	39,891	--
Transfer ke kerugian kredit ekspektasian yang mengalami penurunan nilai (stage 3)	(408,653)	(38,796)	447,449	--
Total saldo awal setelah pengalihan	56,686,423	2,478,492	1,575,979	60,740,894
Pengukuran kembali nilai tercatat - neto	9,922,324	(1,233,350)	(302,136)	8,386,838
Aset keuangan yang dihapus buku	--	--	(415,211)	(415,211)
Dampak valuta asing	1,598,782	--	--	1,598,782
Saldo akhir	68,207,529	1,245,142	858,632	70,311,303

Initial gross carrying amount as at January 1, 2022

Transfer to 12 month expected credit losses (stage 1)

Transfer to lifetime expected credit losses - unimpaired (stage 2)

Transfer to lifetime expected credit losses - impaired (stage 3)

Total beginning balance after transfer

Remeasurement of carrying amount - net

Write-off assets

Effects of foreign exchange
Ending balance

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Perubahan cadangan kerugian penurunan nilai

Movement of allowance for impairment losses

	2023				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal tahun	274,991	78,713	218,326	572,030	Beginning balance
Transfer ke:					Transfer to:
Kerugian kredit ekspektasian 12 bulan (<i>stage 1</i>)	(116,447)	40,661	75,786	--	12 month expected credit losses (<i>stage 1</i>)
Kerugian kredit ekspektasian sepanjang umurnya - tidak mengalami penurunan nilai (<i>stage 2</i>)	7,361	(57,464)	50,103	--	Lifetime expected credit losses - unimpaired (<i>stage 2</i>)
Kerugian kredit ekspektasian sepanjang umurnya - mengalami penurunan nilai (<i>stage 3</i>)	(75,689)	(49,882)	125,571	--	Lifetime expected credit losses - impaired (<i>stage 3</i>)
Total saldo awal setelah pengalihan	90,216	12,028	469,786	572,030	Total beginning balance after transfer
Penambahan cadangan kerugian penurunan nilai - neto	193,307	45,901	(47,388)	191,820	Addition of allowance for impairment losses - net
Aset keuangan yang dihapus buku	--	--	(470,135)	(470,135)	Write-off of financial assets
Penerimaan kembali atas aset keuangan yang dihapus buku	--	--	311,263	311,263	Recoveries from previously written off of financial assets
Dampak valuta asing	(162)	--	--	(162)	Effects of foreign exchange
Saldo akhir	283,361	57,929	263,526	604,816	Ending balance

	2022				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal tahun	177,649	141,665	187,825	507,139	Beginning balance
Transfer ke:					Transfer to:
Kerugian kredit ekspektasian 12 bulan (<i>stage 1</i>)	(144,939)	50,799	94,140	--	12 month expected credit losses (<i>stage 1</i>)
Kerugian kredit ekspektasian sepanjang umurnya - tidak mengalami penurunan nilai (<i>stage 2</i>)	615	(13,461)	12,846	--	Lifetime expected credit losses - unimpaired (<i>stage 2</i>)
Kerugian kredit ekspektasian sepanjang umurnya - mengalami penurunan nilai (<i>stage 3</i>)	(94,104)	(12,631)	106,735	--	Lifetime expected credit losses - impaired (<i>stage 3</i>)
Total saldo awal setelah pengalihan	(60,779)	166,372	401,546	507,139	Total beginning balance after transfer
Penambahan cadangan kerugian penurunan nilai	334,286	(87,659)	(97,870)	148,757	Addition of allowance for impairment losses - net
Aset keuangan yang dihapus buku	--	--	(415,211)	(415,211)	Write-off of financial assets
Penerimaan kembali atas aset keuangan yang dihapus buku	--	--	329,861	329,861	Recoveries from previously written off of financial assets
Dampak valuta asing	1,484	--	--	1,484	Effects of foreign exchange
Saldo akhir	274,991	78,713	218,326	572,030	Ending balance

Manajemen Bank berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas kredit yang diberikan telah memadai.

The Bank's management believes that the allowance for impairment losses on loans was adequate.

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- I. Kredit yang disalurkan dengan sistem pembiayaan bersama (*joint financing*) pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp10.529.359 dan Rp9.360.185 yang dilakukan dengan dan tanpa tanggung renteng (*with and without recourse*).

Jumlah kredit dengan pola pembiayaan bersama (*joint financing*) dengan pihak berelasi adalah sebagai berikut:

	2023	2022
PT Mega Central Finance	6,090,695	5,554,167
PT Mega Auto Finance	2,605,954	2,513,103
PT Mega Finance	1,723,033	1,173,175
Total	10,419,682	9,240,445

Seluruh kredit dengan pola pembiayaan bersama (*joint financing*) dengan pihak berelasi tersebut dilakukan secara tanpa tanggung renteng (*without recourse*).

Pada tanggal 31 Desember 2023 dan 2022, jumlah pembiayaan bersama yang dilakukan secara tanpa tanggung renteng (*without recourse*) adalah masing-masing sebesar Rp10.419.682 dan Rp9.240.445. Risiko kredit yang ditanggung oleh Bank adalah sesuai dengan porsi kredit yang dibiayai oleh Bank yang berkisar antara 90% sampai dengan 99% sebagaimana disebutkan dalam perjanjian.

- m. Ikhtisar perubahan kredit yang dihapusbukukan adalah sebagai berikut:

	2023	2022
Saldo awal	5,786,541	5,701,191
Penghapusbukuan dalam tahun berjalan	470,135	415,211
Penerimaan kembali kredit yang telah dihapusbukukan	(311,263)	(329,861)
Saldo akhir	5,945,413	5,786,541

- n. Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat pelanggaran maupun pelampauan Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga sesuai dengan peraturan yang ditetapkan Otoritas Jasa Keuangan.

- I. Joint financing loans as of December 31, 2023 and 2022 amounted to Rp10,529,359 and Rp9,360,185, respectively, which were made on a with recourse or without recourse basis.

The balances of the joint financing loans with related parties are as follows:

PT Mega Central Finance
PT Mega Auto Finance
PT Mega Finance
Total

Joint financing facilities with the related parties are made on a without recourse basis.

As of December 31, 2023 and 2022 the balances of joint financing loans which were made on a without recourse basis amounted to Rp10,419,682 and Rp9,240,445, respectively. The Bank is exposed to credit risk based on the percentage of credit financing contributed by the Bank, which ranged from 90% to 99% as stipulated in the joint financing agreement.

- m. The changes in cumulative written-off loans are as follows:

Beginning balance
Write-off during the year
Recoveries of previously written-off loan
Ending balance

- n. As of December 31, 2023 and 2022, there were no any breach nor violation of Legal Lending Limit (LLL) to related parties and third parties as required by The Financial Service Authority regulations.

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- o. Rasio kredit Usaha, Mikro, Kecil & Menengah (UMKM) terhadap kredit yang diberikan pada tanggal 31 Desember 2023 dan 2022 adalah masing-masing sebesar 18,07% dan 13,85%.

- o. Ratio of Micro, Small and Medium Enterprise (SME) credits to loans as of December 31, 2023 and 2022 are 18.07% and 13.85%, respectively.

12. Tagihan dan Utang Akseptasi

12. Acceptance Receivable and Payable

a. Tagihan akseptasi

Rincian tagihan akseptasi berdasarkan pihak, mata uang dan pihak berelasi:

	2023	2022
Mata uang asing		
Pihak ketiga		
Nasabah	--	53,031
Total	--	53,031
Cadangan kerugian penurunan nilai	--	(66)
Neto	--	52,965

Rincian tagihan akseptasi berdasarkan sisa umur jatuh tempo adalah sebagai berikut (Catatan 45e):

	2023	2022
Mata uang asing		
1 - 3 bulan	--	37,129
>3 - 6 bulan	--	15,902
Total	--	53,031

b. Utang akseptasi

	2023	2022
Mata uang asing		
Pihak ketiga		
Bank	--	53,031
Total	--	53,031

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh tagihan akseptasi pada tanggal 31 Desember 2022 digolongkan lancar.

c. Perubahan nilai bruto dan cadangan kerugian penurunan nilai atas tagihan akseptasi

Perubahan nilai bruto tagihan akseptasi

a. Acceptance receivable

Details of acceptance receivable based on the counterparty, currency and related parties:

Foreign currencies
Third parties
Debtors
Total
Allowance for impairment losses
Net

The details of acceptances receivable based on the remaining period to maturity date are as follows (Note 45e):

Foreign currencies
1 - 3 months
>3 - 6 months
Total

b. Acceptance payable

Foreign currencies
Third parties
Bank
Total

Based on the Bank's management review and evaluation, all acceptance receivable as of December 31, 2022 were classified as current.

c. Movement of gross carrying amount and allowance for impairment losses of acceptance receivable

Movement of gross carrying amount of acceptance receivable

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2023					
	Stage 1	Stage 2	Stage 3	Total	
Nilai tercatat bruto awal 1 Januari 2023	53,031	--	--	53,031	Initial gross carrying amount as at January 1, 2023
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(52,450)	--	--	(52,450)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	--	--	--	--	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(52,450)	--	--	(52,450)	Changes in gross carrying amount for the year
Dampak valuta asing	(581)	--	--	(581)	Foreign exchange
Nilai tercatat bruto akhir	--	--	--	--	Ending gross carrying amount

2022					
	Stage 1	Stage 2	Stage 3	Total	
Nilai tercatat bruto awal 1 Januari 2022	525,823	--	--	525,823	Initial gross carrying amount as at January 1, 2022
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(492,093)	--	--	(492,093)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	--	--	--	--	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan nilai bruto tahun berjalan	(492,093)	--	--	(492,093)	Changes in gross carrying amount for the year
Dampak valuta asing	19,301	--	--	19,301	Foreign exchange
Nilai tercatat bruto akhir	53,031	--	--	53,031	Ending gross carrying amount

Perubahan cadangan kerugian penurunan nilai
 tagihan akseptasi

*Movement of allowance for impairment losses
 on acceptance receivable*

2023					
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	66	--	--	66	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(64)	--	--	(64)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	--	--	--	--	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(64)	--	--	(64)	Changes for the year
Dampak valuta asing	(2)	--	--	(2)	Foreign exchange
Saldo akhir	--	--	--	--	Ending balance

2022					
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	431	--	--	431	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(372)	--	--	(372)	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	--	--	--	--	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(372)	--	--	(372)	Changes for the year
Dampak valuta asing	7	--	--	7	Foreign exchange
Saldo akhir	66	--	--	66	Ending balance

Manajemen Bank berpendapat bahwa
 cadangan kerugian penurunan nilai untuk tahun
 2022 telah memadai.

*The Bank's management believed that
 allowance for impairment losses in 2022 is
 adequate.*

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Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information in respect of maturities is disclosed in Note 45e. Information with regards to the classification and fair value is disclosed in Note 44.

13. Aset Tetap dan Aset Hak-Guna

13. Fixed Assets and Right-of-Use Assets

31 Desember 2023/December 31, 2023						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Revaluasi dan eliminasi/ Revaluations and eliminations	Saldo Akhir/ Ending Balance
Kepemilikan langsung						
Biaya perolehan/nilai revaluasi						
Aset tetap						
Tanah	3,814,990	9,003	--	--	--	3,823,993
Bangunan	2,350,215	400	--	--	--	2,350,615
Peralatan kantor	925,032	68,708	(14,551)	5,574	--	984,763
Perabot kantor	425,242	4,080	(6,075)	--	--	423,247
Kendaraan	146,525	2,477	(2,508)	--	--	146,494
Perbaikan gedung	119,378	5,954	(936)	1,455	--	125,851
Total	7,781,382	90,622	(24,070)	7,029	--	7,854,963
Aset dalam penyelesaian	5,505	19,522	--	(7,029)	--	17,998
Total biaya perolehan	7,786,887	110,144	(24,070)	--	--	7,872,961
Aset hak-guna						
Bangunan	212,161	36,763	--	--	--	248,924
Total	7,999,048	146,907	(24,070)	--	--	8,121,885
Kepemilikan langsung						
Akumulasi penyusutan						
Aset tetap						
Bangunan	(3,933)	(175,812)	--	--	--	(179,745)
Peralatan kantor	(822,414)	(75,324)	14,512	--	--	(883,226)
Perabot kantor	(404,107)	(7,529)	5,998	--	--	(405,638)
Kendaraan	(132,349)	(4,096)	2,508	--	--	(133,937)
Perbaikan gedung	(109,117)	(7,460)	812	--	--	(115,765)
Total akumulasi penyusutan	(1,471,920)	(270,221)	23,830	--	--	(1,718,311)
Aset hak-guna						
Bangunan	(160,385)	(45,431)	--	--	--	(205,816)
Total	(1,632,305)	(315,652)	23,830	--	--	(1,924,127)
Nilai Buku bersih	<u>6,366,743</u>					<u>6,197,758</u>

31 Desember 2022/December 31, 2022						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Revaluasi dan eliminasi/ Revaluations and eliminations	Saldo Akhir/ Ending Balance
Kepemilikan langsung						
Biaya perolehan/nilai revaluasi						
Aset tetap						
Tanah	3,540,298	13,900	--	--	260,792	3,814,990
Bangunan	2,299,179	185,154	--	--	(134,118)	2,350,215
Peralatan kantor	890,891	53,761	(35,032)	15,412	--	925,032
Perabot kantor	424,846	5,914	(5,518)	--	--	425,242
Kendaraan	140,895	5,630	--	--	--	146,525
Perbaikan gedung	113,103	4,978	(198)	1,495	--	119,378
Total	7,409,212	269,337	(40,748)	16,907	126,674	7,781,382
Aset dalam penyelesaian	8,019	14,393	--	(16,907)	--	5,505
Total biaya perolehan	7,417,231	283,730	(40,748)	--	126,674	7,786,887
Aset hak-guna						
Bangunan	176,871	35,290	--	--	--	212,161
Total	7,594,102	319,020	(40,748)	--	126,674	7,999,048
Kepemilikan langsung						
Akumulasi penyusutan						
Bangunan	(404,826)	(139,151)	--	--	540,044	(3,933)
Peralatan kantor	(787,119)	(70,301)	35,006	--	--	(822,414)
Perabot kantor	(401,720)	(7,861)	5,474	--	--	(404,107)
Kendaraan	(128,174)	(4,175)	--	--	--	(132,349)
Perbaikan gedung	(103,600)	(5,708)	191	--	--	(109,117)
Total akumulasi penyusutan	(1,825,439)	(227,196)	40,671	--	540,044	(1,471,920)
Aset hak-guna						
Bangunan	(112,838)	(47,547)	--	--	--	(160,385)
Total	(1,938,277)	(274,743)	40,671	--	540,044	(1,632,305)
Nilai Buku bersih	<u>5,655,825</u>					<u>6,366,743</u>

Aset tetap

Beban penyusutan aset tetap yang dibebankan pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp270.221 dan Rp227.196 (Catatan 32).

Fixed assets

The depreciation expense for the years ended December 31, 2023 and 2022 amounted to Rp270,221 and Rp227,196, respectively (Note 32).

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Pada tanggal 31 Desember 2023, hak atas tanah yang dimiliki oleh Bank merupakan Hak Guna Bangunan (HGB) dan Hak Milik atas Satuan Rumah Susun (HMASRS) dengan sisa umur hak atas tanah tersebut berkisar antara 1 sampai dengan 30 tahun dan dapat diperpanjang. Pada tanggal 31 Desember 2023, tanah dengan luas sebesar 8.171 m² masih dalam pengurusan penggabungan dan pembetulan sertifikat serta balik nama menjadi atas nama Bank di Badan Pertanahan Nasional Republik Indonesia (BPN-RI).

Manajemen berpendapat bahwa kepemilikan hak atas tanah tersebut dapat diperbarui/diperpanjang pada saat jatuh tempo.

Ruangan kantor yang disewakan kepada pihak berelasi (Catatan 14a) disajikan sebagai bagian dari aset tetap karena nilai buku dari ruangan yang disewakan tersebut tidak signifikan.

Aset tetap, kecuali aset dalam penyelesaian dan tanah, diasuransikan terhadap risiko kebakaran dan risiko lainnya berdasarkan suatu paket polis tertentu dengan nilai pertanggungan masing-masing sebesar Rp2.451.945 dan Rp2.446.432 pada tanggal 31 Desember 2023 dan 2022. Manajemen Bank berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Pada tanggal 31 Desember 2023 dan 2022, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing adalah sebesar Rp1.298.197 dan Rp1.188.210.

Manajemen Bank berpendapat bahwa tidak terdapat indikasi penurunan nilai atas aset tetap di atas pada tanggal 31 Desember 2023 dan 2022.

Pada tanggal 31 Desember 2015, Bank melakukan perubahan kebijakan akuntansi atas tanah dan bangunan dari sebelumnya menggunakan model biaya menjadi model revaluasi.

Berdasarkan keputusan Ketua Badan Pengawas Pasar Modal Dan Lembaga Keuangan No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik butir 27.e, dengan mempertimbangkan nilai buku aset tetap (tanah dan bangunan) yang telah dilakukan revaluasi pada tahun 2018, maka per tanggal

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As of December 31, 2023, land titles are in the form of "Hak Guna Bangunan" (HGB) and "Hak Milik Atas Satuan Rumah Susun" (HMASRS - Strata title) with remaining terms for the related landrights ownership ranging from 1 to 30 years and renewable upon their expiry. As of December 31, 2023, land of 8,171 sqm are in the process of merging, certificates correction and transfer of title into the Bank's name by the National Landrights Agency - the Republic of Indonesia (BPN-RI).

Management believes the ownership of land rights can be renewed/extended on maturity.

Office spaces that are rented out to related parties (Note 14a) were presented as part of fixed assets since the book value of rented spaces were not significant.

Fixed assets, except for construction in progress and land, were covered by insurance against fire and other risks under certain blanket policies with insured amount of Rp2,451,945 and Rp2,466,432 as of December 31, 2023 and 2022, respectively. The Bank's management believed that the insurance coverage was adequate to cover possible losses on the assets insured.

As of December 31, 2023 and 2022, the gross amount of fixed assets which have been fully depreciated and are still being used amounted to Rp1,298,197 and Rp1,188,210, respectively.

The Bank's management believes that there was no impairment indication on the above fixed assets as of December 31, 2023 and 2022.

On December 31, 2015, the Bank changed its accounting policy for land and buildings from cost model to revaluation model.

Based on Decision of Chairman of Bapepam and LK No. KEP-347/BL/2012 dated June 25, 2012, about the presentation and disclosure in financial report of issuer or a public company in point 27.e, by considering the book value of fixed assets (land and buildings) that have been conducted revaluation in 2018, therefore on December 31, 2022, the Bank assigned registered independent appraisers to appraise

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31 Desember 2022 Bank telah menugaskan perusahaan jasa penilai terdaftar untuk melaksanakan penilaian (revaluasi) aset tetap (tanah dan bangunan). Bank melakukan penilaian kembali atas tanah dan bangunan tersebut bukan untuk tujuan perpajakan tetapi hanya untuk pemenuhan ketentuan Bapepam dan LK tersebut.

Penilaian terakhir atas tanah dan bangunan dilakukan oleh penilai independen eksternal KJPP Ruky, Safrudin & Rekan, dalam laporannya tertanggal 29 Desember 2022. Manajemen Bank berpendapat bahwa tidak terdapat perubahan nilai wajar yang signifikan dari aset tetap yang direvaluasi pada tanggal 31 Desember 2023.

Penilaian dilakukan berdasarkan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar, metode biaya dan metode pendapatan.

Informasi mengenai penilaian kembali aset tetap pada tanggal 31 Desember 2022 untuk kelompok aset tanah dan bangunan yang dilakukan oleh Bank adalah sebagai berikut:

(revalue) its fixed assets (land and buildings). The Bank has revalued the value of its land and buildings not for tax purpose rather for the compliance of the above mentioned Bapepam and LK regulation.

The latest valuations of land and building are performed by KJPP Ruky, Safrudin & Rekan as external independent valuer, on its report dated December 29, 2022. The Bank's management believes that there was no significant change in fair value of revalued of fixed assets as of December 31, 2023.

Valuations are performed based on Indonesian Valuation Standards, determined based on reference to recent market transactions done on arm's length terms and appropriate requirements. The valuation methods used are market value approach, cost approach and income approach.

Information on the revaluation of land and buildings as of December 31, 2022 performed by the Bank are as follows:

	31 Desember 2022/December 31, 2022			
	Nilai buku sebelum revaluasi/ Carrying amount before revaluation	Nilai buku setelah revaluasi/ Carrying amount after revaluation	Surplus revaluasi/ Revaluation Surplus	
Tanah	3,540,298	3,801,090	260,792	Land
Bangunan	1,759,150	2,165,076	405,926	Buildings
Total	5,299,448	5,966,166	666,718	Total

Penilaian kembali yang dilakukan atas tanah menghasilkan jumlah kenaikan nilai tercatat sebesar Rp260.792 dan kenaikan nilai tercatat bangunan sebesar Rp405.926. Secara total kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai penghasilan komprehensif lain adalah sebesar Rp666.718.

The revaluation of land resulted in an increase in the carrying amount of land amounting to Rp260,792 and the revaluation of building is recorded at Rp405,926. In total, the increase in the carrying amount from revaluation of land and buildings is recognized in other comprehensive income amounted to Rp666,718.

Perubahan surplus revaluasi aset netto setelah pajak adalah sebagai berikut:

The movements in the asset revaluation surplus net of tax are as follows:

	2023	2022	
Saldo awal	3,584,877	3,228,899	Beginning balance
Pemindahan surplus aset tetap ke saldo laba	(275,759)	(233,614)	Transfer of revaluation surplus of fixed assets to retained earnings
Surplus revaluasi aset tetap netto	--	589,592	Revaluation surplus of fixed assets net
Saldo akhir	3,309,118	3,584,877	Ending balance

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Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, Bank mencatat laba atas pelepasan aset tetap adalah sebagai berikut:

For the years ended December 31, 2023 and 2022, respectively, the Bank recorded gains from disposal of fixed assets are as follows

	2023	2022	
Hasil penjualan bersih	834	394	Net sales proceed
Nilai buku	(240)	(77)	Book value
Laba atas pelepasan aset tetap	594	317	Gains from disposal of fixed assets

Laba yang timbul dari hasil penjualan aset tetap dicatat sebagai bagian dari akun pendapatan non-operasional-neto pada laba rugi.

Gains from disposal of fixed assets were recognized as part of non-operating income - net in profit or loss.

Aset tetap dalam penyelesaian terdiri dari:

Constructions in-progress consist of the following:

31 Desember 2023	Persentase Penyelesaian (tidak diaudit)/ Completion Percentage (unaudited)	Nilai Tercatat/ Carrying Value	Perkiraan Waktu Penyelesaian/ Estimated Time of Completion	December 31, 2023
Peralatan kantor	15%-80%	16,177	2024-2025	Office equipment
Perbaikan gedung	99%	1,821	2024-2025	Building improvements
Total		17,998		Total

31 Desember 2022	Persentase Penyelesaian (tidak diaudit)/ Completion Percentage (unaudited)	Nilai Tercatat/ Carrying Value	Perkiraan Waktu Penyelesaian/ Estimated Time of Completion	December 31, 2022
Peralatan kantor	15%-99%	3,533	2023-2024	Office equipment
Perbaikan gedung	30%-99%	1,972	2023-2024	Building improvements
Total		5,505		Total

Persentase tingkat penyelesaian aset dalam penyelesaian pada tanggal 31 Desember 2023 berkisar antara 15% - 80% (2022: 15% - 99%) dari nilai kontrak. Aset dalam penyelesaian terdiri dari bangunan dan peralatan kantor dan diperkirakan akan selesai dalam waktu kurang dari 1 sampai 2 tahun setelah tanggal laporan posisi keuangan.

The percentage of completion of the constructions in progress as of December 31, 2023 ranges from 15% - 80% (2022: 15% - 99%) of the contract values. Constructions in progress consist of buildings and furniture and fixtures and are estimated to be completed in less than 1 year up to 2 years after the statement of financial position date.

Manajemen tidak mengantisipasi akan ada kesulitan dalam penyelesaian pembangunan pada waktu yang ditargetkan.

The management does not anticipate any difficulties in the completion of the above facilities at targeted time.

Aset hak-guna

Bank memiliki kontrak sewa untuk bangunan yang digunakan dalam operasi Bank yang dicatat sebagai aset hak-guna. Sewa bangunan umumnya memiliki jangka waktu sewa antara 2 sampai 5 tahun.

Right-of-use assets

The Bank has lease contracts for buildings used in the Bank's operations. Building leases generally have a lease term of 2 to 5 years.

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Beban penyusutan aset hak-guna yang dibebankan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp45.431 dan Rp47.547 (Catatan 32).

The depreciation expense for the years ended December 31, 2023 and 2022 amounted to Rp45,431 and Rp47,517, respectively (Note 32).

Pada tanggal 31 Desember 2023 dan 2022, jumlah tercatat liabilitas sewa adalah sebesar Rp19.991 dan Rp23.720 (Catatan 24).

As of December 31, 2023 and 2022, the carrying amount of lease liabilities was Rp19,991 and Rp23,720 (Note 24), respectively.

14. Aset Lain-Lain

14. Other Assets

	2023			2022			
	Rupiah	Mata uang asing/ Foreign currencies	Jumlah/ Total	Rupiah	Mata uang asing/ Foreign currencies	Jumlah/ Total	
Pihak berelasi (Catatan 39)							Related parties (Note 39)
Piutang sewa	10,091	--	10,091	9,965	--	9,965	Rent receivables
Bunga yang masih akan diterima	4,423	1,237	5,660	2,844	1,039	3,883	Interest receivables
Total pihak berelasi	14,514	1,237	15,751	12,809	1,039	13,848	Total related parties
Pihak ketiga							Third parties
Agunan yang diambil alih, setelah dikurangi cadangan kerugian penurunan nilai, masing-masing sebesar Rp9,525 dan Rp9,139 pada tanggal 31 Desember 2023 dan 2022	1,327,078	--	1,327,078	1,391,294	--	1,391,294	Foreclosed assets, net after allowance for impairment losses of Rp9,525 and Rp9,139 as at December 31, 2023 and 2022, respectively
Bunga yang masih akan diterima	969,867	25,776	995,643	1,121,014	24,797	1,145,811	Interest receivables
Tagihan penjualan surat berharga	268,455	17,191	285,646	50,262	4,188	54,450	Sale of securities receivable
Aset yang diblokir (Catatan 40)	206,630	--	206,630	111,000	--	111,000	Restricted assets (Note 40)
Tagihan transaksi kartu kredit	124,678	--	124,678	122,667	--	122,667	Credit card transaction receivables
Beban dibayar di muka	17,889	--	17,889	17,668	--	17,668	Prepaid expenses
Setoran jaminan	13,453	7,432	20,885	14,152	7,514	21,666	Security deposits
Uang muka	12,441	--	12,441	12,630	--	12,630	Advances
Piutang sewa	1,438	--	1,438	1,637	--	1,637	Rent receivables
Lain-lain	608,496	11,220	619,716	754,127	9,368	763,495	Others
Total pihak ketiga	3,550,425	61,619	3,612,044	3,596,451	45,867	3,642,318	Total third parties
Total	3,564,939	62,856	3,627,795	3,609,260	46,906	3,656,166	Total

- a. Piutang sewa dari pihak berelasi merupakan piutang dari hasil sewa ruangan kantor Bank Mega kepada PT Mega Capital Sekuritas, PT Para Bandung Propertindo, PT Asuransi Umum Mega, PT Trans Retail Indonesia, PT PFI Mega Life Insurance, PT Duta Visual Nusantara TV 7, PT Bank Mega Syariah, PT Mega Asset Management, PT Indonusa Telemedia, PT Mega Central Finance, PT Trans Coffee, PT Trans Kalla Makassar, PT Trans Studio, PT Trans E Produksi, PT Trans Rekreasindo, PT Trans Burger, PT Trans Ice, PT Detik TV Dua, PT Alfa Retailindo, PT Trans Fashion Indonesia, PT Mega Finance, PT Trans News Corpora, PT Mega Auto Finance, PT Rekreasindo Nusantara, dan PT Allo Bank Indonesia Tbk. Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, pendapatan sewa tersebut diakui masing-masing sebesar Rp33.100 dan Rp37.025 dicatat sebagai bagian dari pendapatan non-operasional pada laba rugi (Catatan 34 dan 39).

- a. Rent receivables from related parties represent office space lease receivables of Bank Mega office to PT Mega Capital Sekuritas, PT Para Bandung Propertindo, PT Asuransi Umum Mega, PT Trans Retail Indonesia, PT PFI Mega Life Insurance, PT Duta Visual Nusantara TV 7, PT Bank Mega Syariah, PT Mega Asset Management, PT Indonusa Telemedia, PT Mega Central Finance, PT Trans Coffee, PT Trans Kalla Makassar, PT Trans Studio, PT Trans E Produksi, PT Trans Rekreasindo, PT Trans Burger, PT Trans Ice, PT Detik TV Dua, PT Alfa Retailindo, PT Trans Fashion Indonesia, PT Mega Finance, PT Trans News Corpora, PT Mega Auto Finance, PT Rekreasindo Nusantara, and PT Allo Bank Indonesia Tbk. For the years ended December 31, 2023 and 2022, the rent income recognized amounted to Rp33,100 and Rp37,025 respectively, were recorded as part of non-operating income in profit or loss (Note 34 and 39).

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- b. Pada tanggal 31 Desember 2023 dan 2022, agunan yang diambil alih berdasarkan kolektibilitas adalah sebagai berikut:

	2023	2022
Lancar	633,910	946,302
Kurang lancar	137,450	73,082
Diragukan	554,306	370,112
Macet	10,937	10,937
Saldo akhir tahun	1,336,603	1,400,433
Cadangan kerugian penurunan nilai	(9,525)	(9,139)
Neto	1,327,078	1,391,294

Ikhtisar perubahan cadangan kerugian penurunan nilai atas agunan yang diambil alih adalah sebagai berikut:

	2023	2022
Saldo awal	9,139	8,749
Penambahan penyisihan dalam tahun berjalan (Catatan 31)	386	390
Saldo akhir	9,525	9,139

Manajemen Bank berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas agunan yang diambil alih telah memadai dan nilai tercatat agunan yang diambil alih tersebut merupakan nilai bersih yang dapat direalisasi.

- b. As of December 31, 2023 and 2022, foreclosed assets based on collectibility are as follows:

Current
Sub standard
Doubtful
Loss
Ending balance
Allowance for impairment losses
Net

The movements of the allowance for impairment losses of foreclosed assets are as follows:

Beginning balance
Additional of provision during the year (Note 31)
Ending balance

The Bank's management believes that the allowance for impairment losses of foreclosed assets was adequate and recorded at its net realizable value.

- c. Sehubungan dengan kasus PT Elnusa Tbk, Bank telah memblokir Surat Utang Negara ("SUN") sebesar Rp111.000 seperti yang diwajibkan dalam Surat Bank Indonesia No. 13/26/DPBI1/PPBI1-2/Rahasia tanggal 24 Mei 2011. Selain itu, berdasarkan Surat dari Otoritas Jasa Keuangan No.S-75/PB/311/2023 tertanggal 8 November 2023, Bank juga diwajibkan memblokir SUN sebesar Rp95.630, sehingga total SUN yang diblokir pada 31 Desember 2023 sebesar Rp206.630. Karena pemblokiran tersebut, SUN tersebut disajikan sebagai aset lain-lain dan bukan sebagai bagian dari efek-efek (Catatan 40).

- c. In relation with the case of PT Elnusa Tbk, the Bank has put certain Government Debenture Debt ("SUN") as restricted asset amounting to Rp111,000 as required by Bank Indonesia ("BI") under Letter No. 13/26/DPBI1/PPBI1-2/Rahasia dated May 24, 2011. In addition, based on Letter from the Financial Services Authority No.S-75/PB/311/2023 dated November 8 2023, the Bank are also required to restricted SUN amounting to Rp95,630, so the total restricted SUN as of December 31 2023 is Rp206,630. Because of this restriction, such SUN were presented as part of other assets and not as securities (Note 40).

15. Liabilitas Segera

Liabilitas segera terutama terdiri dari transaksi kliring atau transfer nasabah yang belum diselesaikan dan titipan pembayaran pajak yang belum dilimpahkan ke rekening Kantor Perbendaharaan dan Kas Negara ("KPKN") sehubungan dengan kegiatan operasional Bank sebagai Bank Persepsi.

15. Obligations Due Immediately

Obligations due immediately mainly consist of clearing transactions or unsettled customers' money transfer and deposit of tax payments which has not yet been transferred to the account of Kantor Perbendaharaan dan Kas Negara ("KPKN") in relation with the Bank's function as Collecting Bank.

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16. Giro

16. Current Accounts

	2023			2022			
	Mata uang asing/ Foreign currencies	Jumlah/ Total		Mata uang asing/ Foreign currencies	Jumlah/ Total		
Pihak berelasi (Catatan 39)	388,017	94,766	482,783	378,678	92,264	470,942	Related parties (Note 39)
Pihak ketiga	7,499,490	2,143,452	9,642,942	8,922,598	3,425,302	12,347,900	Third parties
Total	7,887,507	2,238,218	10,125,725	9,301,276	3,517,566	12,818,842	Total

Giro dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura, Poundsterling Inggris, dan Yuan Cina.

Current accounts in foreign currencies consist of United States Dollar, Australian Dollar, Singapore Dollar, Great Britain Poundsterling, and Chinese Yuan.

Suku bunga rata-rata tertimbang setahun untuk giro adalah sebagai berikut:

The weighted average of interest rate per annum for current accounts are as follows:

	2023	2022	
Rupiah	3.04%	1.69%	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	2.62%	0.71%	United States Dollar
Dolar Australia	0.05%	0.04%	Australian Dollar
Dolar Singapura	0.04%	0.04%	Singapore Dollar
Poundsterling Inggris	0.05%	0.05%	Great Britain Poundsterling
Yuan China	0.00%	--	Chinese Yuan

Giro yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letters of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar RpNihil dan Rp59.112 (Catatan 11).

Demand deposits that are pledged as collaterals for loans, bank guarantees and Letters of Credit issued by the Bank to customers or blocked were RpNil and Rp59,112 as of December 31, 2023 and 2022, respectively (Note 11).

Giro dari pihak berelasi diungkapkan pada Catatan 39. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Demand deposits from related parties were disclosed in Note 39. Information with regards to the classification and fair value are disclosed in Note 44.

17. Tabungan

17. Saving Deposits

	2023			2022			
	Pihak berelasi (Catatan 39)/ Related parties (Note 39)	Pihak ketiga/ Third parties	Jumlah/ Total	Pihak berelasi (Catatan 39)/ Related parties (Note 39)	Pihak ketiga/ Third parties	Jumlah/ Total	
Rupiah:							Rupiah:
Mega Dana	34,153	7,406,827	7,440,980	65,222	6,027,482	6,092,704	Mega Dana
Mega Perdana	14,449	2,159,356	2,173,805	1,077	3,020,903	3,021,980	Mega Perdana
Mega Ultima	23,281	1,705,296	1,728,577	37,146	1,161,698	1,198,844	Mega Ultima
Mega Maxi	6,109	952,063	958,172	6,378	1,030,579	1,036,957	Mega Maxi
Mega Peduli	696	458,711	459,407	607	518,069	518,676	Mega Peduli
Mega Rencana	1,815	312,057	313,872	1,587	383,705	385,292	Mega Rencana
Mega Salary	24,602	41,490	66,092	24,863	52,437	77,300	Mega Salary
Tabunganku	7	66,009	66,016	6	69,874	69,880	Tabunganku
Mega Proteksi	--	106	106	--	118	118	Mega Proteksi
Mega Prestasi	--	9	9	--	11	11	Mega Prestasi
Mata uang asing:							Foreign currency:
Mega Valas	8,531	2,446,674	2,455,205	8,738	2,321,061	2,329,799	Mega Valas
Total	113,643	15,548,598	15,662,241	145,624	14,585,937	14,731,561	Total

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Tabungan dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura, Yuan Cina, dan Dolar New Zealand.

Saving deposits in foreign currencies consist of United States Dollar, Australian Dollar, Singapore Dollar, Chinese Yuan, and New Zealand Dollar.

Suku bunga rata-rata tertimbang setahun untuk tabungan adalah sebagai berikut:

The weighted average of interest rate per annum for saving deposits are as follows:

	2023	2022	
Rupiah	1.33%	1.15%	Rupiah
Mata uang asing			Foreign currencies
Yuan Cina	0.10%	0.10%	Chinese Yuan
Dolar Australia	0.04%	0.04%	Australian Dollar
Dolar Amerika Serikat	0.27%	0.12%	United States Dollar
Dolar Singapura	0.04%	0.04%	Singapore Dollar
Dolar New Zealand	0.00%	0.02%	New Zealand Dollar

Pada tanggal 31 Desember 2023 dan 2022 tidak ada tabungan yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letters of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir.

As of December 31, 2023 and 2022 there were no saving deposits that are pledged as collaterals for loans, bank guarantees and Letters of Credits issued by the Bank to customers or blocked.

Tabungan dari pihak berelasi diungkapkan pada Catatan 39. Informasi mengenai jatuh tempo tabungan yang diberikan diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar tabungan yang diberikan diungkapkan pada Catatan 44.

Saving deposits from related parties were disclosed in Note 39. Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

18. Deposito Berjangka

18. Time Deposits

	2023			2022			
	Mata uang asing/ Foreign currencies		Jumlah/ Total	Mata uang asing/ Foreign currencies		Jumlah/ Total	
	Rupiah			Rupiah			
Pihak berelasi (Catatan 39)	1,649,265	68,052	1,717,317	481,220	1,346,370	1,827,590	Related parties (Note 39)
Pihak ketiga	56,535,911	5,394,556	61,930,467	67,889,399	5,682,275	73,571,674	Third parties
Total	58,185,176	5,462,608	63,647,784	68,370,619	7,028,645	75,399,264	Total

Deposito berjangka yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *letters of credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp696.137 dan Rp683.860 (Catatan 11).

Time deposits that are pledged as collaterals for loans, bank guarantees and letters of credit issued by the Bank to customers or blocked were Rp696,137 and Rp683,860 as of December 31, 2023 and 2022, respectively (Note 11).

Deposito berjangka dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura dan Euro Eropa.

Time deposits in foreign currencies consist of United States Dollar, Australian Dollar, Singapore Dollar and European Euro.

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Tingkat suku bunga rata-rata tertimbang setahun untuk deposito berjangka adalah sebagai berikut:

The weighted average interest rates per annum of time deposits are as follows:

	2023	2022	
Rupiah	5.26%	3.63%	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	2.70%	1.27%	United States Dollar
Dolar Australia	2.71%	0.51%	Australian Dollar
Euro Eropa	0.79%	0.19%	European Euro
Dolar Singapura	0.31%	0.22%	Singapore Dollar

Deposito berjangka dari pihak berelasi diungkapkan pada Catatan 39. Informasi mengenai jatuh tempo deposito berjangka yang diberikan diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar deposito berjangka yang diberikan diungkapkan pada Catatan 44.

Time deposits from related parties were disclosed in Note 39. Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

19. Simpanan dari Bank Lain

19. Deposits From Other Banks

Rincian simpanan dari bank lain adalah sebagai berikut:

The details of deposits from other banks are as follows:

	2023	2022	
Rupiah			Rupiah
Pihak berelasi (Catatan 39)			Related parties (Note 39)
Giro	194,937	513,329	Current accounts
Deposito berjangka	--	50,000	Time deposits
Call money	1,000,000	--	Call money
Pihak ketiga			Third parties
Deposito berjangka	309,180	416,406	Time deposits
Tabungan	73,176	116,921	Saving deposits
Giro	43,946	55,443	Current accounts
Call money	1,790,000	--	Call money
	3,411,239	1,152,099	
Mata uang asing			Foreign currency
Pihak berelasi (Catatan 39)			Related parties (Note 39)
Giro	7,145	5,409	Current accounts
Pihak ketiga			Third parties
Call money	454,212	389,188	Call money
	461,357	394,597	
Total	3,872,596	1,546,696	Total

Informasi mengenai jatuh tempo deposito berjangka dan *call money* dari bank lain diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar simpanan dari bank lain yang diberikan diungkapkan pada Catatan 44.

Information in respect of maturities of time deposit and call money from other banks were disclosed in Note 45e. Information with regards to the classification and fair value of deposits from other banks were disclosed in Note 44.

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Simpanan yang diterima dari pihak berelasi merupakan simpanan dari PT Bank Mega Syariah, PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo, PT Bank Pembangunan Daerah Sulawesi Tengah dan PT Allo Bank Indonesia Tbk.

The outstanding balances of deposits from related parties represents deposits from PT Bank Mega Syariah, PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo, PT Bank Pembangunan Daerah Sulawesi Tengah and PT Allo Bank Indonesia Tbk.

Suku bunga rata-rata tertimbang tahunan simpanan dari bank lain adalah sebagai berikut:

The weighted average of interest rate per annum of deposits from other banks are as follows:

	2023	2022	
Rupiah			Rupiah
Giro	4.79%	3.30%	Current accounts
Tabungan	1.20%	1.62%	Saving deposits
Deposito	4.92%	3.26%	Time deposits
Call Money	5.92%	--	Call Money
Valuta Asing			Foreign currency
Call money	5.23%	1.39%	Call money

Klasifikasi jangka waktu simpanan dari bank lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of deposits from other banks based on their remaining period to maturity are as follows:

31 Desember/December 31, 2023					
	≤ 1 bulan/ ≤ 1 month	> 1 - 3 bulan/ > 1 - 3 months	> 3 bulan - 1 tahun/ > 3 months - 1 year	Jumlah/ Total	
Rupiah					Rupiah
Pihak berelasi (Catatan 39)					Related parties (Note 39)
Call Money	1,000,000	--	--	1,000,000	Call money
Giro	194,937	--	--	194,937	Current accounts
Total Rupiah	1,194,937	--	--	1,194,937	Total Rupiah
Pihak ketiga					Third parties
Deposito berjangka	284,180	20,500	4,500	309,180	Time deposits
Call money	1,790,000	--	--	1,790,000	Call money
Tabungan	73,176	--	--	73,176	Saving deposits
Giro	43,946	--	--	43,946	Current accounts
	3,386,239	20,500	4,500	3,411,239	
Mata uang asing					Foreign currency
Pihak berelasi (Catatan 39)					Related parties (Note 39)
Giro	7,145	--	--	7,145	Current accounts
Pihak ketiga					Third parties
Call money	454,212	--	--	454,212	Call money
Total valuta asing	461,357	--	--	461,357	Total foreign currency
Total	3,847,596	20,500	4,500	3,872,596	Total

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31 Desember/December 31, 2022					
	≤ 1 bulan/ ≤ 1 month	> 1 - 3 bulan/ > 1 - 3 months	> 3 bulan - 1 tahun/ > 3 months - 1 year	Jumlah/ Total	
Rupiah					Rupiah
Pihak berelasi (Catatan 39)					Related parties (Note 39)
Deposito berjangka	50,000	--	--	50,000	Time deposits
Giro	513,329	--	--	513,329	Current accounts
Total Rupiah	563,329	--	--	563,329	Total Rupiah
Pihak ketiga					Third parties
Deposito berjangka	398,406	14,500	3,500	416,406	Time deposits
Tabungan	116,921	--	--	116,921	Saving deposits
Giro	55,443	--	--	55,443	Current accounts
	1,134,099	14,500	3,500	1,152,099	
Mata uang asing					Foreign currency
Pihak berelasi (Catatan 39)					Related parties (Note 39)
Giro	5,409	--	--	5,409	Current accounts
Pihak ketiga					Third parties
Call money	389,188	--	--	389,188	Call money
Total valuta asing	394,597	--	--	394,597	Total foreign currency
Total	1,528,696	14,500	3,500	1,546,696	Total

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat simpanan dari bank lain yang dijaminkan.

As of December 31, 2023 and 2022, there were no deposits from other banks which were pledged.

20. Efek-Efek yang Dijual dengan Janji Dibeli Kembali

20. Securities Sold Under Agreement to Repurchase

31 Desember/December 31, 2023							
Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Liabilitas pembelian kembali/ Repurchased liabilities	Beban bunga yang belum diamortisasi/ Unamortized interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third parties							
Rupiah							
PT Bank	Obligasi Pemerintah/ Government Bonds	1,110,000	11 Desember/ December 11, 2023	3 Januari/ January 3, 2024	1,037,530	(366)	1,037,164
PT Bank	SRBI/ SRBI	1,300,000	14 Desember/ December 14, 2023	2 Januari/ January 2, 2024	1,226,755	(215)	1,226,540
PT Bank	SRBI/ SRBI	1,400,000	18 Desember/ December 18, 2023	4 Januari/ January 4, 2024	1,320,064	(691)	1,319,373
PT Bank	SRBI/ SRBI	1,300,000	20 Desember/ December 20, 2023	8 Januari/ January 8, 2024	1,245,571	(1,528)	1,244,043
PT Bank Victoria International Tbk	Obligasi Pemerintah/ Government Bonds	500,000	22 Desember/ December 22, 2023	5 Januari/ January 5, 2024	494,760	(348)	494,412
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	3,000,000	27 Desember/ December 27, 2023	3 Januari/ January 3, 2024	2,972,623	(1,031)	2,971,592
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	500,000	27 Desember/ December 27, 2023	3 Januari/ January 3, 2024	522,321	(181)	522,140
PT Bank Rakyat Indonesia (Persero) Tbk	Obligasi Pemerintah/ Government Bonds	1,000,000	28 Desember/ December 28, 2023	2 Januari/ January 2, 2024	942,988	(162)	942,826
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	1,680,000	28 Desember/ December 28, 2023	4 Januari/ January 4, 2024	1,569,659	(817)	1,568,842
PT Bank Mandiri (Persero) Tbk	Obligasi Pemerintah/ Government Bonds	500,000	29 Desember/ December 29, 2023	2 Januari/ January 2, 2024	471,749	(77)	471,672
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	300,000	29 Desember/ December 29, 2023	5 Januari/ January 5, 2024	296,310	(206)	296,104
		12,590,000			12,100,330	(5,622)	12,094,708
Mata uang asing/ Foreign currency							
PT Bank Mandiri (Persero) Tbk	Obligasi Pemerintah/ Government Bonds	500,000	11 Desember/ December 11, 2023	12 Januari/ January 12, 2024	479,361	(838)	478,523
		13,090,000			12,579,691	(6,460)	12,573,231

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Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Liabilitas pembelian kembali/ Repurchased liabilities	Beban bunga yang belum diamortisasi/ Unamortized Interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third parties							
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	3,000,000	26 April/ April 26, 2022	25 April/ April 25, 2023	3,157,710	(37,010)	3,120,700
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	2,000,000	27 April/ April 27, 2022	26 April/ April 26, 2023	2,013,318	(23,788)	1,989,530
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	2,700,000	10 Mei/ May 10, 2022	9 Mei/ May 9, 2023	2,946,319	(38,688)	2,907,631
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	2,620,000	12 Mei/ May 12, 2022	11 Mei/ May 11, 2023	2,471,925	(32,948)	2,438,977
Bank Indonesia	Obligasi Pemerintah/ Government Bonds	3,070,000	19 Oktober/ October 19, 2022	18 Januari/ January 18, 2023	2,813,744	(7,195)	2,806,549
		13,390,000			13,403,016	(139,629)	13,263,387

Tingkat suku bunga rata-rata tertimbang setahun untuk efek-efek yang dijual dengan janji dibeli kembali untuk tahun berakhir pada 31 Desember 2023 dan 2022 masing-masing adalah 4,47% dan 3,90%.

The weighted average of interest rate per annum for securities sold under repurchased agreement for the year ended December 31, 2023 and 2022 were 4.47% and 3.90%, respectively.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 44.

Information in respect of maturities are disclosed in Note 45e. Information with regards to the classification and fair value are disclosed in Note 44.

21. Perpajakan

21. Taxation

a. Utang pajak penghasilan terdiri dari:

a. Income tax payable consists of:

	2023	2022	
Pajak penghasilan			Income tax
Pasal 29	59,596	143,076	Article 29
Total	59,596	143,076	Total

b. Beban pajak terdiri dari:

b. Tax expense consists of:

	2023	2022	
Pajak kini	826,980	941,243	Current tax
Ketetapan pajak	2,130	16,555	Tax assessment
Pajak tangguhan	2,949	17,594	Deferred tax
Neto	832,059	975,392	Net

Pada 2023, Bank melakukan pembayaran sebesar Rp2.130 untuk Pajak Penghasilan Badan sehubungan Surat Pemintaan Penjelasan atas Data dan/atau Keterangan Pajak untuk tahun pajak 2019.

In 2023, the Bank made a payment of Rp14,071 for Corporate Income Tax in connection with the Letter of Request for Explanation of Tax Data and/or Information for the Year 2019.

c. Sesuai dengan peraturan perpajakan di Indonesia, Bank menghitung dan melaporkan/menyetorkan pajak berdasarkan sistem *self-assessment*. Fiskus dapat menetapkan/ mengubah pajak-pajak tersebut dalam jangka waktu tertentu sesuai dengan peraturan yang berlaku.

c. In accordance with the taxation laws in Indonesia, the Bank calculates and submits income tax returns based on self-assessment. The tax authorities may assess/amend taxes within the statute of limitations under the prevailing regulations.

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- d. Rekonsiliasi antara laba akuntansi sebelum beban pajak ke laba kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

- d. *The reconciliation between accounting income before tax expense to taxable income for the years ended December 31, 2023 and 2022 are as follows:*

	2023	2022	
Laba akuntansi sebelum beban pajak - Bank	4,342,729	5,028,070	Accounting income before tax expense - Bank
Beda waktu:			Timing differences:
Liabilitas imbalan pasca-kerja	(24,133)	(31,808)	Post-employment benefits liability
Kerugian atas aset derivatif - neto	--	1,327	Loss on derivative assets - net
Keuntungan atas efek-efek yang diperdagangkan - neto	(14,794)	(2,794)	Gain on trading marketable securities - net
Penyusutan aset tetap	42,309	11,013	Depreciation of fixed assets
Pemulihan cadangan kerugian penurunan nilai atas aset keuangan dan non-keuangan	(18,903)	(70,338)	Reversal for impairment losses on financial assets and non-financial assets
Total beda temporer	(15,521)	(92,600)	Total temporary differences
Beda tetap:			Permanent differences:
Jamuan dan representasi	9,127	9,496	Entertainment and representation
Penyusutan aset tetap	--	1,028	Depreciation of fixed assets
Sumbangan	536	1,036	Donations
Lain-lain	15,653	6,880	Others
Total beda tetap	25,316	18,440	Total permanent differences
Laba kena pajak	4,352,524	4,953,910	Taxable income
Beban pajak penghasilan badan	826,980	941,243	Corporate income tax expense
Dikurangi: pajak penghasilan dibayar dimuka	(767,384)	(798,167)	Less: prepayment of income tax
Utang pajak penghasilan badan	59,596	143,076	Corporate income tax payable

Laba kena pajak Perusahaan untuk tahun fiskal 2023 dan 2022 hasil rekonsiliasi, seperti yang tercantum dalam tabel diatas menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan PPh Badan yang disampaikan ke Kantor Pajak.

Taxable income of the Bank for fiscal years 2023 and 2022 resulting from the reconciliation as shown in the table above will be the basis for filing the Corporate Annual Tax Returns submitted to the Tax Office.

- e. Rekonsiliasi antara laba akuntansi Bank sebelum pajak dikali tarif pajak yang berlaku dengan beban pajak adalah sebagai berikut:

- e. *The reconciliation between the Bank's accounting income before tax multiplied by the enacted tax rate applicable to income tax expense are as follows:*

	2023	2022	
Laba sebelum beban pajak menurut laporan laba rugi	4,342,729	5,028,070	Income before tax expense per statement of profit or loss
Beban pajak berdasarkan tarif pajak yang berlaku	825,119	955,333	Tax expense at applicable tax rates
Pengaruh pajak atas perbedaan yang tidak dapat diperhitungkan menurut fiskal	4,810	3,504	Tax effect of non deductible expenses
Ketetapan pajak	2,130	16,555	Tax determination
Jumlah beban pajak	832,059	975,392	Total tax expense

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Pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan dimana salah satu klausa dalam peraturan ini adalah penyesuaian tarif pajak badan untuk tahun 2022 dan seterusnya menjadi 22%. Bagi wajib pajak yang memenuhi ketentuan Peraturan Menteri Keuangan No. 238/PMK.03/2008 tanggal 30 Desember 2008 dapat memperoleh fasilitas penurunan tarif pajak sebesar 3%.

Berdasarkan PMK 238/2008, perseroan terbuka dalam negeri dapat memperoleh penurunan tarif Pajak Penghasilan sebesar 5% lebih rendah dari tarif tertinggi Pajak Penghasilan sebagaimana diatur dalam Pasal 17 ayat 1b ("Undang-undang Pajak Penghasilan"), jika memenuhi kriteria yang ditentukan, sebagai berikut:

1. Apabila jumlah kepemilikan saham publiknya 40% (empat puluh persen) atau lebih dari keseluruhan saham yang disetor dan saham tersebut dimiliki paling sedikit oleh 300 (tiga ratus) pihak.
2. Masing-masing pihak hanya boleh memiliki saham kurang dari 5% (lima persen) dari keseluruhan saham yang disetor dalam waktu paling singkat 6 (enam) bulan atau 183 (seratus delapan puluh tiga) hari kalender dalam jangka waktu 1 (satu) tahun pajak.
3. Wajib Pajak harus melampirkan Surat Keterangan dari Biro Administrasi Efek pada Surat Pemberitahuan Tahunan PPh WP Badan dengan melampirkan formulir X.H.1-6 sebagaimana diatur dalam Peraturan BAPEPAM - LK Nomor X.H.1 untuk setiap tahun pajak terkait.

Manajemen berkeyakinan bahwa Bank telah memenuhi kriteria-kriteria tersebut di atas dan oleh karena itu Bank telah menerapkan penurunan tarif pajak dalam perhitungan pajak penghasilan tahun 2023 dan 2022. Dengan demikian, Bank telah menghitung pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 menggunakan tarif pajak 19%.

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On October 29, 2021, the Government issued Law No. 7 of 2021 concerning the Harmonization of Tax Regulations, one of the clauses in the regulation governs the adjustment of tax rate to 22% for the year 2022, onwards. For any taxpayer who meets the Regulation of Minister of Finance No. 238/PMK.03/2008 dated December 30, 2008 are eligible of the tax deduction facility of 3%.

Under the PMK 238/2008, domestic public companies can apply for tax reduction of 5% lower than the highest income tax rate as stated in point 1b of article 17 of the Income Tax Law if the following criteria are met:

- 1. Total publicly-owned shares covers 40% or more of the total paid-up shares and such shares are owned by at least 300 (three hundred) parties.*
- 2. Each party can only own less than 5% shares of the total paid-up shares within a minimum of 6 (six) months or 183 (one hundred eighty three) calendar days in 1 (one) tax/fiscal year.*
- 3. The Tax Payer should attach the Declaration Letter ("Surat Keterangan") from the Securities Administration Bureau ("Biro Administrasi Efek") to the Annual Income Tax Return of the Tax Payer with the form X.H.1-6 as provided in BAPEPAM - LK Regulation No. X.H.1 for each respective tax/fiscal year.*

Management believe that the Bank has complied with the above mentioned criteria; accordingly, the Bank has applied the tax reduction in its 2023 and 2022 income tax calculation. Hence, the Bank has calculated the corporate income tax for the year ended December 31, 2023 using a tax rate of 19%.

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- f. Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan posisi keuangan komersial dengan dasar pengenaan pajak aset dan liabilitas. Rincian dari aset (liabilitas) pajak tangguhan adalah sebagai berikut:

- f. *Deferred tax is calculated based on temporary differences between the carrying value of total assets and liabilities recorded according to the commercial statements of financial positions and tax bases of assets and liabilities. Details of deferred tax assets (liabilities) are as follows:*

	Saldo Awal/ Beginning Balance 2023	(Dibebankan) Dikreditkan ke Laporan Laba Rugi/ (Charged) Credited to Profit or Loss	(Dibebankan) Dikreditkan ke Ekuitas/ (Charged) Credited to Equity	Saldo Akhir/ Ending Balance 2023	
Liabilitas imbalan pasca-kerja	45,932	(4,585)	11,384	52,731	Post-employee benefits liability
Keuntungan/(kerugian) dari perubahan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	83,202	--	(116,251)	(33,049)	Unrealized gain/(loss) on changes in fair value of securities through other comprehensive income
Penyusutan aset tetap	8,256	8,039	--	16,295	Depreciation of fixed assets
Keuntungan yang belum direalisasi atas efek-efek diperdagangkan - neto	(2,408)	(2,811)	--	(5,219)	Unrealized gain from trading securities - net
Cadangan kerugian penurunan nilai aset keuangan dan non-keuangan	(67,230)	(3,592)	--	(70,822)	Allowance for impairment losses on financial and non-financial assets
Revaluasi aset tetap	(116,748)	--	--	(116,748)	Fixed assets revaluation
Liabilitas pajak tangguhan	(48,996)	(2,949)	(104,867)	(156,812)	Deferred tax liabilities

	Saldo Awal/ Beginning Balance 2022	(Dibebankan) Dikreditkan ke Laporan Laba Rugi/ (Charged) Credited to Profit or Loss	(Dibebankan) Dikreditkan ke Ekuitas/ (Charged) Credited to Equity	Saldo Akhir/ Ending Balance 2022	
Liabilitas imbalan pasca-kerja	42,803	(6,044)	9,173	45,932	Post-employee benefits liability
Cadangan kerugian penurunan nilai restrukturisasi kredit	98	(98)	--	--	Allowance for impairment losses on loan restructuring
Kerugian dari perubahan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	9,560	--	73,642	83,202	Unrealized loss on changes in fair value of securities through other comprehensive income
Penyusutan aset tetap	6,163	2,093	--	8,256	Depreciation of fixed assets
Keuntungan atas aset derivatif - neto	(252)	252	--	--	Gain on derivative assets - net
Keuntungan yang belum direalisasi atas efek-efek diperdagangkan - neto	(1,877)	(531)	--	(2,408)	Unrealized gain from trading securities - net
Cadangan kerugian penurunan nilai aset keuangan dan non-keuangan	(53,964)	(13,266)	--	(67,230)	Allowance for impairment losses on financial and non-financial assets
Revaluasi aset tetap	(39,621)	--	(77,127)	(116,748)	Fixed assets revaluation
Aset (liabilitas) pajak tangguhan - neto	(37,090)	(17,594)	5,688	(48,996)	Deferred tax assets (liabilities) - Net

Manajemen Bank berpendapat bahwa seluruh aset pajak tangguhan dapat terpulihkan di tahun-tahun mendatang.

The Bank's management believes that the total deferred tax assets can be recovered in future years.

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22. Pinjaman yang Diterima

22. Fund Borrowings

Pada tahun 2023 dan 2022, pinjaman yang diterima oleh Bank adalah sebagai berikut:

In 2023 and 2022, the Bank received fund borrowings were as follows:

31 Desember/December 31, 2023							
Pihak ketiga Rupiah	Tanggal/Date		Suku Bunga (%)/ Interest Rate (%)	Nilai Penuh (US\$)/ Full Amount (US\$)	Ekuivalen Rp/ Equivalent In Rp		
	Penerimaan/ Receipt	Jatuh Tempo/ Maturity					
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	31 Oktober/ October 31, 2022	25 Oktober/ October 25, 2024	7.94	--	1,000,000		PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Dolar Amerika Serikat							United States Dollar
	28 Desember/ December 28, 2023	27 Desember/ December 27, 2024	6.10	49,000,000	754,453		Citibank, NA
Citibank, NA							PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	25 Oktober/ October 25, 2023	25 Januari/ January 25, 2024	5.75	30,000,000	461,910		(Persero) Tbk
PT Bank Central Asia Tbk	13 Desember/ December 13, 2023	13 Maret/ March 13, 2024	5.90	15,000,000	230,955		PT Bank Central Asia Tbk
PT Bank Central Asia Tbk	14 Desember/ December 14, 2023	14 Maret/ March 14, 2024	5.90	15,000,000	230,955		PT Bank Central Asia Tbk
PT Bank Central Asia Tbk	29 Desember/ December 29, 2023	29 Maret/ March 29, 2024	5.90	15,000,000	230,955		PT Bank Central Asia Tbk
Total				124,000,000	2,909,228		Total

31 Desember/December 31, 2022							
Pihak ketiga Rupiah	Tanggal/Date		Suku Bunga (%)/ Interest Rate (%)	Nilai Penuh (US\$)/ Full Amount (US\$)	Ekuivalen Rp/ Equivalent In Rp		
	Penerimaan/ Receipt	Jatuh Tempo/ Maturity					
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	31 Oktober/ October 31, 2022	25 Oktober/ October 25, 2024	6.67	--	1,000,000		PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Dolar Amerika Serikat							United States Dollar
PT Bank Rakyat Indonesia (Persero) Tbk	7 Juli/ July 7, 2022	3 Januari/ January 3, 2023	2.51	40,000,000	622,700		PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	28 Desember/ December 28, 2022	27 Januari/ January 27, 2023	4.50	15,000,000	233,513		PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Total				55,000,000	1,856,213		Total

Informasi mengenai jatuh tempo pinjaman yang diterima diungkapkan pada Catatan 45e. Informasi mengenai klasifikasi dan nilai wajar pinjaman yang diterima diungkapkan pada Catatan 44.

Information in respect of maturities of fund borrowings is disclosed in Note 45e. Information with regards to the classification and fair value of fund borrowings is disclosed in Note 44.

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23. Obligasi Subordinasi

Pada tanggal 31 Desember 2023 dan 2022, akun ini merupakan obligasi subordinasi yang diterbitkan oleh Bank dengan rincian sebagai berikut:

Jenis/Type	Jangka waktu/ Term	Tanggal dimulai/ Starting date	Tanggal / jatuh tempo/ Maturity date	Tingkat bunga tetap tahunan/ Fixed interest rate per annum	31 Desember/ December 31, 2023	31 Desember/ December 31, 2022
Pihak berelasi/related parties						
Obligasi Subordinasi I PT Bank Mega Tbk Tahun 2020	5 Tahun/Years	28 Mei/May 28, 2020	28 Mei/May 28, 2025	9.00%	48,000	38,000
Pihak ketiga/third parties						
Obligasi Subordinasi I PT Bank Mega Tbk Tahun 2020	5 Tahun/Years	28 Mei/May 28, 2020	28 Mei/May 28, 2025	9.00%	2,000	12,000
					<u>50,000</u>	<u>50,000</u>

Pada tanggal 28 Mei 2020, Bank menerbitkan Obligasi Subordinasi I PT Bank Mega Tbk Tahun 2020 dengan tingkat bunga tetap sebesar 9,00% per tahun dengan nilai nominal sebesar Rp50.000.

Bunga obligasi subordinasi dibayarkan setiap triwulan. Pembayaran bunga obligasi subordinasi pertama dilakukan pada tanggal 28 Mei 2020, sedangkan pembayaran bunga obligasi subordinasi terakhir sekaligus jatuh tempo akan dilakukan pada saat jatuh tempo obligasi subordinasi pada tanggal 28 Mei 2025.

Pada tanggal 31 Desember 2023 dan 2022, obligasi subordinasi yang dimiliki oleh pihak berelasi masing-masing sebesar Rp48.000 dan Rp38.000 (Catatan 39).

Penerbitan obligasi subordinasi tersebut untuk memenuhi ketentuan POJK No.14/POJK.03/2017 tanggal 4 April 2017 tentang Rencana Aksi (Recovery Plan) Bagi Bank Sistemik.

23. Subordinated Bonds

As of December 31, 2023 and 2022, respectively, this account represents subordinated bonds issued by the Bank with details as follows:

On May 28, 2020 the Bank issued Subordinated Bonds I PT Bank Mega Tbk Year 2020 that bears fixed interest rate at 9.00% per annum with a nominal value of Rp50,000.

The interest of the subordinated bonds is paid on a quarterly basis. The first interest payment is paid on May 28, 2020 while the last payment of subordinated bonds interest and due date of the subordinated bonds will be paid on maturity date, which due on May 28, 2025.

As of December 31, 2023 and 2022, the subordinated bonds owned by related parties amounted to Rp48,000 and Rp38,000 (Note 39), respectively.

The issuance of the subordinated bonds is to comply with the provisions of POJK No.14/POJK.03/2017 dated April 4, 2017 concerning the Recovery Plan Report for Systemic Bank.

24. Beban yang Masih Harus Dibayar dan Liabilitas Lain-Lain

24. Accrued Expenses and Other Liabilities

	2023			2022			
	Rupiah	Mata uang asing/ Foreign currencies	Jumlah/ Total	Rupiah	Mata uang asing/ Foreign currencies	Jumlah/ Total	
Kewajiban pembelian surat berharga	178.790	34.529	213.319	100.753	19.030	119.783	Obligation on securities purchased
Liabilitas sewa	19.991	--	19.991	23.720	--	23.720	Lease liabilities
Utang bunga							Interest payables
Pihak berelasi (Catatan 39)	3.765	95	3.860	2.076	1.699	3.775	Related parties (Note 39)
Pihak ketiga	179.744	21.793	201.537	157.972	16.778	174.750	Third parties
Setoran jaminan							Security deposits
Pihak berelasi (Catatan 39)	296	547	843	1.218	554	1.772	Related parties (Note 39)
Pihak ketiga	7.893	45	7.938	8.963	113.554	122.517	Third parties
Beban yang masih harus dibayar	1.326	--	1.326	1.182	--	1.182	Accrued expenses
Estimasi kerugian komitmen dan kontinjensi	184	329	513	363	339	702	Allowance for impairment losses on commitment and contingencies
Lain-lain	189.596	5.372	194.968	197.914	5.430	203.344	Others
Total	581.585	62.710	644.295	494.161	157.384	651.545	Total

Mutasi cadangan kerugian penurunan nilai atas komitmen dan kontinjensi

Movement of allowance for impairment on losses of commitment and contingencies

	2023				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	702	--	--	702	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	(186)	--	--	(186)	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	(186)	--	--	(186)	Changes for the year
Dampak valuta asing	(3)	--	--	(3)	Foreign exchange
Saldo akhir	513	--	--	513	Ending balance

	2022				
	Stage 1	Stage 2	Stage 3	Total	
Saldo awal	420	--	--	420	Beginning balance
Aset keuangan baru	--	--	--	--	New financial assets
Aset keuangan dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	--	--	--	--	Financial assets derecognized or repaid (exclude write-off)
Pengukuran kembali	255	--	--	255	Remeasurement
Penghapusbukuan	--	--	--	--	Written off
Total perubahan tahun berjalan	255	--	--	255	Changes for the year
Dampak valuta asing	27	--	--	27	Foreign exchange
Saldo akhir	702	--	--	702	Ending balance

Informasi mengenai transaksi dengan pihak berelasi dan jatuh tempo diungkapkan pada Catatan 39 dan 45e.

Information on related parties transactions and maturities are disclosed in Notes 39 and 45e.

25. Modal Saham

25. Share Capital

Susunan pemegang saham Bank berdasarkan informasi yang diterima dari PT Datindo Entrycom selaku Biro Administrasi Efek Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

As of December 31, 2023 and 2022, the composition of the Bank's shareholders and their respective shareholdings based on the report of PT Datindo Entrycom, the Bank's Share Administrative Bureau, is as follows:

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31 Desember 2023/ December 31, 2023				
Pemegang saham	Jumlah saham/ Number of shares	Persentase pemilikan/ Percentage of ownership	Jumlah nominal/ Nominal value	Shareholders
PT Mega Corpora	6,812,223,614	58.02%	3,406,112	PT Mega Corpora
Publik - masing-masing di bawah 5%	4,928,699,751	41.98%	2,464,350	Public - each below 5%
Total	11,740,923,365	100.00%	5,870,462	Total

31 Desember 2022/ December 31, 2022				
Pemegang saham	Jumlah saham/ Number of shares	Persentase pemilikan/ Percentage of ownership	Jumlah nominal/ Nominal value	Shareholders
PT Mega Corpora	6,811,830,514	58.02%	3,405,915	PT Mega Corpora
Publik - masing-masing di bawah 5%	4,929,092,851	41.98%	2,464,547	Public - each below 5%
Total	11,740,923,365	100.00%	5,870,462	Total

26. Tambahan Modal Disetor

26. Additional Paid-Up Capital

	2023 dan 2022/ 2023 and 2022	
Tambahan Modal disetor		Additional paid-up capital
Penawaran Umum Perdana		Initial Public Offering
Tahun 2000	78,750	Year 2000
Kapitalisasi tambahan modal disetor Tahun 2001	(69,526)	Capitalization of additional paid-up capital Year 2001
Dividen Saham Tahun 2001	35,436	Stock Dividend Year 2001
Penawaran Umum Terbatas I		Limited Public Offering I
Tahun 2002	109,188	Year 2002
Dividen Saham Tahun 2005	375,716	Stock Dividend Year 2005
Penawaran Umum Terbatas II		Limited Public Offering II
Tahun 2006	400,109	Year 2006
Kapitalisasi tambahan modal disetor Tahun 2009	(777,890)	Capitalization of additional paid-up capital Year 2009
Dividen Saham Tahun 2011	1,370,959	Stock Dividend Year 2011
Saham bonus Tahun 2005	(141,035)	Bonus share Year 2005
Dividen Saham Tahun 2013	2,045,014	Stock Dividend Year 2013
Saham bonus Tahun 2013	(1,370,880)	Bonus share Year 2013
Dividen Saham Tahun 2022	6,342,598	Stock Dividend Year 2022
Saham bonus Tahun 2022	(2,043,868)	Bonus share Year 2022
Beban emisi efek ekuitas		Stock issuance costs
Penawaran Umum Perdana		Initial Public Offering
Tahun 2000	(9,223)	Year 2000
Penawaran Umum Terbatas I		Limited Public Offering I
Tahun 2002	(1,430)	Year 2002
Selisih nilai transaksi kombinasi bisnis entitas sepengendali	3,573	Differences in values of business combination transaction of entities under common control
Total	6,347,491	Total

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27. Penggunaan Laba Neto dan Cadangan Umum

Dalam Rapat Umum Pemegang Saham Tahunan Bank yang diselenggarakan pada tanggal 24 Februari 2023, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 07, para pemegang saham setuju untuk menetapkan pembagian dividen tunai sebesar Rp2.836.818 dan juga menetapkan dana cadangan umum sebesar Rp77 untuk memenuhi ketentuan Pasal 70 Undang-Undang Perseroan Terbatas.

Dalam Rapat Umum Pemegang Saham Tahunan Bank yang diselenggarakan pada tanggal 25 Februari 2022, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 09, para pemegang saham setuju untuk menetapkan pembagian dividen tunai sebesar Rp2.800.000 dan membagikan dividen saham sejumlah 689.412.727 saham yang berasal dari kapitalisasi saldo laba maksimum sebesar Rp6.687.304 dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank, dan juga menetapkan dana cadangan umum sebesar Rp52 untuk memenuhi ketentuan Pasal 70 Undang-Undang Perseroan Terbatas.

Bank telah membentuk cadangan umum dengan jumlah masing-masing sebesar Rp1.716 dan 1.639 pada tanggal 31 Desember 2023 dan 2022, sesuai dengan Undang-undang No. 40 tahun 2007 mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk pembentukan cadangan tersebut.

27. Appropriation of Net Income and General Reserve

In the Bank's Annual General Meeting of Shareholders held on February 24, 2023, which was notarized under Notarial Deed No. 07 by Dharma Akhyuzi, S.H., the shareholders agreed to declare cash dividends amounting to Rp2,836,818 and also set the general reserves amounting to Rp77 to comply with Article 70 of Limited Liability Company Law.

In the Bank's Annual General Meeting of Shareholders held on February 25, 2022, which was notarized under Notarial Deed No. 09 by Dharma Akhyuzi, S.H., the shareholders agreed to declare cash dividends amounting to Rp2,800,000 and declared of 689,412,727 shares of stock dividends which came from the capitalization of retained earnings at an amount not to exceed Rp6,687,304 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank, and also set the general reserves amounting to Rp52 to comply with Article 70 of Limited Liability Company Law.

The Bank set-up a general reserves totalling Rp1,716 and Rp1,639 as of December 31, 2023 and 2022, respectively, in accordance with the Indonesian Limited Company Law No. 40, year 2007 which requires companies to set up a general reserve amounting to at least 20% of the issued and fully paid share capital. The regulation did not set period of time over which this amount should be provided.

28. Pendapatan Bunga

28. Interest Income

	2023	2022	
Kredit yang diberikan	7,698,982	6,512,275	Loans
Efek-efek	2,383,767	2,413,220	Securities
Penempatan pada Bank Indonesia dan bank lain	131,145	143,145	Placements with Bank Indonesia and other banks
Lain-lain	3,638	417	Others
Total	10,217,532	9,069,057	Total

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Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, jumlah pendapatan bunga yang dihitung dengan menggunakan metode suku bunga efektif yang berasal dari aset keuangan yang diklasifikasikan sebagai biaya perolehan yang diamortisasi masing-masing sebesar Rp7.833.765 dan Rp6.655.837.

For the years ended December 31, 2023 and 2022, total interest income calculated using the effective interest method derived from financial assets classified as amortized cost amounted to Rp7,833,765 and Rp6,655,837, respectively.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, jumlah pendapatan bunga dari pihak berelasi masing-masing sebesar Rp101.022 dan Rp82.508 (Catatan 39).

For the years ended December 31, 2023 and 2022, total interest income from related parties amounted to Rp101,022 and Rp82,508, respectively (Note 39).

29. Beban Bunga

29. Interest Expense

	2023	2022	
Simpanan dari nasabah			Deposits from customers
Deposito berjangka	3,447,478	2,218,978	Time deposits
Giro	287,992	147,950	Current accounts
Tabungan	181,926	146,799	Saving deposits
Simpanan dari bank lain	566,890	486,132	Deposits from other banks
Obligasi subordinasi	4,500	4,500	Subordinated bonds
Beban pembiayaan lainnya	196,601	195,572	Other financing charges
Total	4,685,387	3,199,931	Total

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, jumlah beban bunga dari pihak berelasi masing-masing sebesar Rp46.167 dan Rp69.702 (Catatan 39).

For the years ended December 31, 2023 and 2022, total interest expense from related parties amounted to Rp46,167 and Rp69,702, respectively (Note 39).

Sehubungan dengan liabilitas bank umum yang dijamin oleh Program Penjaminan Pemerintah, Pemerintah Republik Indonesia telah mendirikan, sebuah lembaga independen berdasarkan Undang-Undang Republik Indonesia No. 24 tahun 2004 tanggal 22 September 2004. Berdasarkan peraturan ini, Lembaga Penjamin Simpanan (LPS) menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu.

In connection with the commercial bank obligations guaranteed by Government Guarantee Program, the Indonesian Government has established an independent institution in accordance with the Republic of Indonesia Law No. 24 year 2004 dated September 22, 2004. Under this Law, The Deposit Guarantee Institution (Lembaga Penjamin Simpanan/LPS), guarantees third parties deposits including deposits from other banks in the form of demand deposits, time deposits, certificates of deposit, saving deposits and/or other equivalent forms.

Pada tanggal 13 Oktober 2008, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 66 Tahun 2008 tentang besaran nilai simpanan yang dijamin LPS. Berdasarkan peraturan tersebut, nilai simpanan yang dijamin untuk setiap nasabah pada satu Bank yang semula berdasarkan Undang-undang No. 24 Tahun 2004 ditetapkan maksimum Rp100.000.000 (nilai penuh) diubah

On October 13, 2008, the President of the Republic of Indonesia approved Government Regulation No. 66 Year 2008 regarding the amount of deposits guaranteed by LPS. Based on such regulation, the customers' guaranteed deposit in a Bank which was previously regulated under Law No. 24 Year 2004 amounted to a maximum of Rp100,000,000 (full amount) was amended to a maximum of

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menjadi maksimum Rp2.000.000.000 (nilai penuh). Pada tanggal 31 Desember 2023 dan 2022, Bank adalah peserta dari program penjaminan tersebut.

Bank telah melakukan pembayaran premi Program Penjaminan Pemerintah Terhadap Kewajiban Pembayaran Bank Umum masing-masing sebesar Rp196.601 dan Rp195.572 untuk tahun 2023 dan 2022 yang dicatat sebagai beban pembiayaan lainnya.

Rp2,000,000,000 (full amount). As of December 31, 2023 and 2022, Bank was a participant of above guarantee program.

The Bank has paid the premium on the Government Guarantee Program for Obligation of Commercial Banks amounting to Rp196,601 and Rp195,572 for the year ended in 2023 and 2022, respectively, which was recorded as other financing charges.

30. Pendapatan Provisi dan Komisi - Neto

30. Fees and Commissions Income - Net

	2023	2022	
Pendapatan provisi dan komisi:			Provision and commissions income:
Komisi dari kartu debit dan kartu kredit	1,224,610	1,163,614	Commissions from debit and credit cards
Komisi dari kredit	185,059	484,526	Commissions from loan
Pendapatan jasa administrasi	95,362	104,888	Administration fees
Jasa kustodian dan wali amanat	38,157	39,380	Custodian service and trusteeship
Komisi atas jasa	29,266	52,189	Commissions from services
Komisi dari perusahaan asuransi	26,059	41,242	Commissions from insurance companies
Komisi impor dan ekspor	4,788	10,283	Commissions on imports and exports
Penerimaan dari penalti	10,324	10,082	Penalty fees
Komisi jasa remittance	6,582	7,059	Remittance fees
Jasa safe deposit box	5,461	5,608	Safe deposit box fees
Komisi dari bank garansi	3,268	3,672	Commissions from bank guarantees
Lain-lain	42,975	2,686	Others
Total	1,671,911	1,925,229	Total
Beban provisi dan komisi	(11,427)	(11,749)	Fees and commissions expense
Pendapatan provisi dan komisi - neto	1,660,484	1,913,480	Fees and commissions income - net

31. Beban Cadangan Kerugian Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan - Neto

31. Provision for Impairment Losses on Financial Assets and Non-Financial Assets - Net

	2023	2022	
Aset keuangan			Financial assets
Kredit yang diberikan (Catatan 11k)	191,820	148,757	Loans (Note 11k)
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	3,373	--	Placement with Bank Indonesia and other banks (Note 7)
Giro pada bank lain (Catatan 6)	60	(1,137)	Current account with other bank (Note 6)
Tagihan akseptasi (Catatan 12)	(64)	(372)	Acceptance receivables (Note 12)
Efek-efek (Catatan 8)	(71)	(54)	Securities (Note 8)
Komitmen dan kontinjensi (Catatan 24)	(186)	256	Commitment and contingencies (Note 24)
	194,932	147,450	
Aset non-keuangan			Non-financial assets
Agunan yang diambil alih (Catatan 14b)	386	390	Foreclosed assets (Note 14b)
Total	195,318	147,840	Total

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32. Beban Umum dan Administrasi

32. General and Administrative

	2023	2022	
Beban usaha kartu kredit	593,257	716,211	Credit card business expenses
Penyusutan aset tetap (Catatan 13)	270,221	227,196	Depreciation of fixed assets (Note 13)
Iklan dan promosi	198,105	149,799	Advertising and promotions
Outsource	189,576	187,292	Outsource
Komunikasi	84,522	97,038	Communication
Pemeliharaan dan perbaikan	79,776	65,275	Repairs and maintenance
			Levies by the
Iuran Otoritas Jasa Keuangan	67,780	69,100	Financial Service Authority
Listrik dan air	56,855	56,073	Electricity and water
Penyusutan aset hak-guna (Catatan 13)	45,431	47,547	Depreciation of right-of-use assets (Note 13)
Transportasi	41,437	38,510	Transportation
Pajak dan perizinan	28,159	16,679	Taxes and licenses
Sewa	24,177	27,796	Rent
Perlengkapan kantor	19,671	19,811	Office supplies
Asuransi	8,900	11,346	Insurance
Perjalanan dinas	8,655	9,564	Travelling
Iuran ATM Bersama	5,904	7,420	ATM Bersama contribution
Bank koresponden	4,651	4,093	Correspondence bank
Lain-lain	90,488	95,750	Others
Total	1,817,565	1,846,500	Total

33. Beban Gaji dan Tunjangan Lainnya

33. Salary Expenses and Other Allowances

Beban gaji dan tunjangan lainnya terdiri dari:

Salary expenses and other allowances consist of:

	2023	2022	
Gaji dan upah	1,190,246	1,101,471	Salaries and wages
Tunjangan makan dan transportasi	62,154	61,669	Transportation and meal allowance
Asuransi			Insurance
Pihak berelasi (Catatan 39)	25,822	21,364	Related parties (Note 39)
Pihak ketiga	62,081	58,380	Third parties
Pendidikan dan pelatihan	36,564	36,663	Education and training
Liabilitas imbalan pasca-kerja (Catatan 36)	8,160	6,955	Post-employment benefits liability (Note 36)
Lain-lain	78,360	72,251	Others
Total	1,463,387	1,358,753	Total

34. Pendapatan (Beban) Non-Operasional - Neto

34. Non-Operating Income (Expenses) - Net

	2023	2022	
Pendapatan non-operasional	42,050	46,882	Non-operating income
Beban non-operasional	(31,799)	(20,374)	Non-operating expenses
Total	10,251	26,508	Total

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35. Komitmen dan Kontinjensi

35. Commitments and Contingencies

	2023	2022	
Komitmen			Commitments
Tagihan Komitmen			Commitment Receivables
Pembelian spot dan derivatif yang masih berjalan	3,769,058	2,574,238	Outstanding spot and derivatives purchased
Liabilitas Komitmen			Commitment Liabilities
L/C tidak dapat dibatalkan yang masih berjalan			Outstanding irrevocable L/C
Pihak Berelasi (Catatan 39)	(1,760)	(2,348)	Related Parties (Note 39)
Pihak ketiga	(296)	(117,985)	Third parties
Penjualan spot dan derivatif yang masih berjalan	(6,421,647)	(4,156,594)	Outstanding spot and derivatives sold
Total Liabilitas Komitmen - neto	(2,654,645)	(1,702,689)	Total Commitment Liabilities - net
Kontinjensi			Contingencies
Tagihan Kontinjensi			Contingent Receivables
Pendapatan bunga dalam penyelesaian	260,533	168,245	Interest income on non-performing loans
Liabilitas Kontinjensi			Contingent Liabilities
Bank garansi			Bank guarantees
Pihak berelasi (Catatan 39)	(129,727)	(130,029)	Related parties (Note 39)
Pihak ketiga	(233,997)	(429,552)	Third parties
Total Liabilitas Kontinjensi - neto	(103,191)	(391,336)	Total Contingent Liabilities - net
Liabilitas komitmen dan kontinjensi - neto	(2,757,836)	(2,094,025)	Commitments and contingent liabilities - net

Jumlah fasilitas kredit (*uncommitted*) Bank kepada nasabah yang belum digunakan pada tanggal 31 Desember 2023 dan 2022 adalah masing-masing sebesar Rp29.282.348 dan Rp27.837.694.

The Bank's unused loan facilities (*uncommitted*) granted to customers as of December 31, 2023 and 2022 amounted to Rp29,282,348 and Rp27,837,694, respectively.

36. Liabilitas Imbalan Pasca-Kerja

36. Post-Employment Benefits Liability

Bank mengakui imbalan pasca-kerja (*post-employment benefit*) berdasarkan perhitungan aktuarial yang dilakukan oleh aktuaris independen, Kantor Konsultan Aktuaria V. Agus Basuki, berdasarkan laporannya masing-masing pada tanggal 18 Januari 2024 dan 10 Januari 2023 untuk tahun 2023 dan 2022. Liabilitas imbalan pasti atas imbalan pasca-kerja (*post-employment benefit*) tersebut dihitung dengan menggunakan metode "Projected Unit Credit" dan asumsi-asumsi signifikan sebagai berikut:

The Bank determines obligation for post-employment benefits based on actuarial calculation performed by an independent actuary, Kantor Konsultan Aktuaria V. Agus Basuki, based on its reports dated January 18, 2024 and January 10, 2023, for 2023 and 2022, respectively. Obligation for post-employment benefits are calculated using the "Projected Unit Credit" method with the following significant assumptions:

	2023	2022	
Tingkat diskonto	6.72%	7.39%	Discount rate
Tingkat kenaikan upah (gaji) per tahun	5.00%	5.00%	Annual wages (salary) increase
Usia pensiun	55 tahun/years	55 tahun/years	Pension age
	Tabel TMI-IV-2019/ TMI-IV-2019 table	Tabel TMI-IV-2019/ TMI-IV-2019 table	
Tingkat kematian			Mortality rate

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Beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

Expenses recognized in the statement of profit or loss and other comprehensive income were as follows:

	2023	2022	
Beban jasa kini	15,343	14,389	Current service cost
Beban bunga	12,764	13,764	Interest expense
Keuntungan atas kurtailmen	(19,947)	(21,198)	Curtailment gain
Total (Catatan 33)	8,160	6,955	Total (Note 33)

Rekonsiliasi perubahan liabilitas selama tahun berjalan yang diakui di laporan posisi keuangan adalah sebagai berikut:

The movements of estimated post-employment benefits liability in the statements of financial position are as follows:

	2023	2022	
Liabilitas pada awal tahun	241,747	225,277	Liability at beginning of year
Penambahan tahun berjalan (Catatan 33)	8,160	6,955	Addition during the year (Note 33)
Pembayaran selama tahun berjalan	(32,294)	(38,763)	Payment during the year
Jumlah yang diakui di penghasilan komprehensif lainnya	59,917	48,278	Total amount recognized in other comprehensive income
Liabilitas pada akhir tahun	277,530	241,747	Liability at end of year

Mutasi nilai kini liabilitas imbalan kerja adalah sebagai berikut:

The movements in the present value of liabilities for employee benefits are as follows:

	2023	2022	
Saldo pada awal tahun	241,747	225,277	Balance at beginning of year
Beban jasa kini	15,343	14,389	Current service cost
Beban bunga	12,764	13,764	Interest cost
Kurtailmen dan penyelesaian	(19,947)	(21,198)	Curtailment and settlement
Manfaat yang dibayarkan	(32,294)	(38,763)	Benefit paid
Kerugian pada kewajiban aktuarial: <i>Experience adjustment</i>	59,917	48,278	Actuarial losses on obligation: Experience adjustment
Saldo pada akhir tahun	277,530	241,747	Balance at end of year

Mutasi kerugian aktuarial yang diakui sebagai penghasilan komprehensif lain, bruto pajak tangguhan:

The movements in the balance of actuarial loss charged to other comprehensive income, gross of deferred tax:

	2023	2022	
Saldo awal	(108,947)	(60,669)	Beginning balance
Kerugian aktuarial yang diakui sebagai penghasilan komprehensif lain	(59,917)	(48,278)	Actuarial losses charged to other comprehensive income
Saldo akhir	(168,864)	(108,947)	Ending balance

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Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat diskonto dan tingkat kenaikan gaji sebesar 1%, dengan variabel lain dianggap tetap, terhadap nilai kini liabilitas imbalan kerja karyawan:

The following table demonstrates the sensitivity to a reasonably possible change in discount rates and salary increment rate amounting to 1%, with all other variables held constant, of the present value of employee benefits liability:

31 Desember/December 31, 2023					
Tingkat Diskonto/ Discount Rate		Tingkat Kenaikan Gaji/ Salary Increment Rate			
Kenaikan/ Increase	Penurunan/ Decrease	Kenaikan/ Increase	Penurunan/ Decrease		
Dampak pada agregat beban jasa kini	(585)	637	595	(556)	Effect on the aggregate current service cost
Dampak pada nilai kini liabilitas imbalan kerja karyawan	(6,178)	6,667	6,267	(5,915)	Effect on present value of employee benefits liability
31 Desember/December 31, 2022					
Tingkat Diskonto/ Discount Rate		Tingkat Kenaikan Gaji/ Salary Increment Rate			
Kenaikan/ Increase	Penurunan/ Decrease	Kenaikan/ Increase	Penurunan/ Decrease		
Dampak pada agregat beban jasa kini	(428)	458	415	(395)	Effect on the aggregate current service cost
Dampak pada nilai kini liabilitas imbalan kerja karyawan	(4,396)	4,650	4,245	(4,092)	Effect on present value of employee benefits liability

Analisis jatuh tempo yang diharapkan dari imbalan paska-kerja yang tidak terdiskonto pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Expected maturity analysis of undiscounted postemployment benefit as of December 31, 2023 and 2022 are as follows:

	2023	2022	
Dalam waktu 12 bulan berikutnya	131,858	103,925	Within the next 12 months
Antara 2 sampai 5 tahun	181,247	160,080	Between 2 to 5 years
Antara 5 sampai 10 tahun	222,237	209,585	Between 5 to 10 years
Di atas 10 tahun	2,101,426	1,865,066	Beyond 10 years
Total	2,636,768	2,338,656	Total

37. Laba per Saham Dasar

Laba per saham dihitung dengan membagi laba tahun berjalan yang tersedia bagi pemegang saham dengan rata-rata tertimbang jumlah saham biasa yang beredar pada tahun bersangkutan.

37. Basic Earnings per Share

Basic earnings per share is calculated by dividing the income for the year attributable to shareholders by the weighted average number of outstanding common shares during the year.

	2023	2022	
Laba tahun berjalan kepada pemegang saham	3,510,670	4,052,678	Income for the year attributable to shareholders
Rata-rata tertimbang jumlah saham biasa yang beredar	11,740,923,365	11,740,923,365	Weighted average number of outstanding common shares
Laba per saham dasar (nilai penuh)	299	345	Basic earnings per share (full amount)

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38. Segmen Operasi

Bank menganalisis segmen secara geografis dimana manajemen menelaah laporan internal manajemen secara bulanan untuk masing-masing area. Berikut adalah ringkasan yang menjelaskan tiap-tiap area geografis Bank:

- Kantor Pusat terdiri dari Treasury, Card Center dan unit-unit fungsional dimana didalamnya termasuk aset, liabilitas, pendapatan dan beban yang tidak dapat dialokasikan.
- Wilayah Jakarta terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Jabodetabek dan provinsi Banten.
- Wilayah Bandung terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Barat.
- Wilayah Medan terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Sumatera dan Batam.
- Wilayah Semarang terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Tengah.
- Wilayah Surabaya terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Timur, Bali dan Nusa Tenggara.
- Wilayah Makassar terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Sulawesi, Maluku dan Papua.
- Wilayah Banjarmasin terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Kalimantan.

38. Operating Segment

The Bank performs geographical segment analysis whereby management reviews monthly management internal report for each area. The following summary describes each of the Bank's geographical area:

- *Head Office consists of Treasury, Card Center and other functional divisions, whereas it includes assets, liabilities, income and expenses that cannot be allocated.*
- *Jakarta region consists of all branches and sub-branches in Jabodetabek and Banten province.*
- *Bandung region consists of all branches and sub-branches in West Java.*
- *Medan region consists of all branches and sub-branches in Sumatera and Batam.*
- *Semarang region consists of all branches and sub-branches in Central Java.*
- *Surabaya region consists of all branches and sub-branches in East Java, Bali and Nusa Tenggara.*
- *Makassar region consists of all branches and sub-branches in Sulawesi, Maluku and Papua.*
- *Banjarmasin region consists of all branches and sub-branches in Kalimantan.*

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Kinerja diukur berdasarkan laba segmen sebelum pajak penghasilan, seperti yang disajikan di dalam laporan internal manajemen yang ditelaah oleh manajemen Bank. Informasi mengenai hasil dari tiap area geografis disajikan di bawah ini:

Performance is measured based on segment profit before income tax, as included in the internal management reports that are reviewed by the management of the Bank. Information regarding the results of each geographical area are included below:

Tahun yang Berakhir pada tanggal 31 Desember/
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Keterangan	Kantor Pusat/ Head Office	Wilayah Jakarta Region	Wilayah Bandung/ Bandung Region	Wilayah Medan/ Medan Region	Wilayah Semarang/ Semarang Region	Wilayah Surabaya/ Surabaya Region	Wilayah Makassar/ Makassar Region	Wilayah Banjarmasin/ Banjarmasin Region	Total Segment/ Total Segment	Eliminasi/ Elimination	Jumlah/ Total	Description
Pendapatan eksternal:												
Pendapatan bunga bersih	9.310.797	(2.799.641)	(202.690)	(272.200)	(9.849)	(236.134)	(127.627)	(130.511)	5.532.145	--	5.532.145	Net interest income
Provisi dan komisi bersih	1.481.849	70.735	16.496	15.813	22.821	25.946	13.819	13.005	1.660.484	--	1.660.484	Net fees and commissions
Keuntungan penjualan												Gain on sale of securities - net
elek-efek - neto	481.060	27.802	4.485	6.922	3.052	6.023	3.450	2.572	535.366	--	535.366	Other operating income
Pendapatan operasional lainnya	51.076	13.915	2.130	4.091	2.513	3.517	1.473	2.038	80.753	--	80.753	Inter-segment revenue
Pendapatan antar-segmen	4.587.218	4.147.741	348.894	466.196	173.675	480.669	267.463	270.417	10.742.273	(10.742.273)	--	Inter-segment expenses
Beban antar-segmen	(10.441.389)	(138.940)	(17.814)	(17.547)	(57.689)	(44.006)	(11.713)	(13.157)	(10.742.273)	10.742.273	--	Total segment revenue
Total pendapatan segmen	5.470.602	1.321.612	151.501	203.275	134.514	236.015	146.865	144.364	7.808.748	--	7.808.748	Total segment revenue
Beban operasional lainnya	(2.580.851)	(279.573)	(95.071)	(106.283)	(77.703)	(155.852)	(101.842)	(79.095)	(3.476.270)	--	(3.476.270)	Other operating expense
Laba operasi	2.889.751	1.042.039	95.430	96.982	96.811	80.163	45.023	65.269	4.332.478	--	4.332.478	Operating income
Pendapatan (beban) non-operasional	13.682	(8.846)	308	840	1.191	1.465	1.422	189	10.251	--	10.251	Non-operating income (expense)
Total laba segmen sebelum pajak	2.903.433	1.033.193	56.738	97.832	58.002	81.628	46.445	65.458	4.342.729	--	4.342.729	Reportable segment income before tax
Aset segmen	122.738.098	60.565.091	5.450.509	7.474.271	3.692.146	8.106.071	4.318.486	4.339.720	216.684.392	(84.634.801)	132.049.591	Reportable segment assets
Liabilitas segmen	(102.421.954)	(59.531.898)	(5.393.789)	(7.376.439)	(3.634.145)	(8.024.441)	(4.272.041)	(4.274.282)	(194.928.949)	84.634.801	(110.294.148)	Reportable segment liabilities

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	Kantor Pusat	Wilayah Jakarta	Wilayah Bandung	Wilayah Medan	Wilayah Semarang	Wilayah Surabaya	Wilayah Makassar	Wilayah Banjarmasin	Total Segmen/ Total	Eliminasi	Jumlah/ Total	Description
Keterangan	Head Office	Region	Region	Region	Region	Region	Region	Region	Segment			
Pendapatan eksternal:												External revenue:
Pendapatan bunga bersih	8.155.868	(1.691.396)	(129.782)	(166.005)	51.402	(157.436)	(107.381)	(86.144)	5.889.126	-	5.889.126	Net interest income
Provisi dan komisi bersih	1.705.537	94.094	21.768	16.530	15.143	30.774	15.454	14.180	1.913.480	-	1.913.480	Net fees and commissions
Keuntungan penjualan												Gain on sale of
efek-efek - neto	377.479	27.736	2.396	7.736	2.245	5.223	4.212	3.711	430.738	-	430.738	securities - net
Pendapatan operasional lainnya	100.263	21.029	3.515	3.898	2.235	4.734	2.496	3.141	141.311	-	141.311	Other operating income
Pendapatan antar-segmen	3.289.090	3.350.252	292.448	359.302	136.185	406.634	243.762	215.638	8.292.311	(8.292.311)	--	Inter-segment revenue
Beban antar-segmen	(8.037.459)	(111.004)	(16.058)	(16.377)	(60.094)	(29.312)	(10.769)	(11.239)	(8.292.311)	8.292.311	--	Inter-segment expenses
Total pendapatan segmen	5.590.778	1.690.711	174.287	205.034	147.116	259.617	147.775	139.287	8.354.655	-	8.354.655	Total segment revenue
Beban operasional lainnya	(2.478.588)	(278.630)	(86.874)	(98.878)	(71.053)	(175.783)	(92.768)	(70.519)	(3.353.093)	-	(3.353.093)	Total segment expense
Laba operasi	3.112.190	1.412.081	87.413	106.206	76.063	83.834	55.007	68.768	5.001.562	-	5.001.562	Other operating income
Pendapatan (beban) non-operasional	21.879	272	351	671	149	1.057	1.842	287	26.508	-	26.508	Non-operating income (expense)
Total laba segmen sebelum pajak	3.134.069	1.412.353	87.764	106.877	76.212	84.891	56.849	69.055	5.028.070	-	5.028.070	Reportable segment income before tax
Aset segmen	131.936.222	74.981.144	5.864.959	6.887.787	3.705.720	8.973.416	4.825.899	3.850.902	240.826.049	(99.075.600)	141.750.449	Reportable segment assets
Liabilitas segmen	(113.650.162)	(73.473.589)	(5.730.942)	(6.519.136)	(3.578.961)	(8.818.895)	(4.690.585)	(3.730.099)	(220.192.369)	99.075.600	(121.116.769)	Reportable segment liabilities

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Eliminasi transaksi antar segmen usaha timbul karena pelaporan segmen internal Bank mengambil informasi segmen berdasarkan setiap wilayah independen yang mungkin mencakup transaksi antar segmen usaha seperti pinjaman ke segmen usaha yang lain.

The elimination of intersegment transactions arose because the Bank's internal segment reporting captures segment information were based on each independent regions which may include intersegment transaction such as borrowings to another segment.

39. Transaksi dengan Pihak Berelasi

39. Transactions with Related Parties

Rincian transaksi signifikan dengan pihak berelasi, kecuali yang menyangkut rahasia Bank, adalah sebagai berikut:

Details of significant transactions with related parties, except for transactions that are subject to the Bank's confidentiality policy, are as follows:

Jenis	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2023		Type
	Jumlah/ Total	Persentase (%)/ Percentage (%)	
Giro pada bank lain (Catatan 6):			Current accounts with other banks (Note 6):
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	100	0.00008%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo
PT Bank Pembangunan Daerah Sulawesi Tengah	4	0.00000%	PT Bank Pembangunan Daerah Sulawesi Tengah
Total giro pada bank lain	104	0.00008%	Total current accounts with other banks
Efek-efek (Catatan 8):			Securities (Note 8):
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	198,288	0.15020%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo
Kredit yang diberikan (Catatan 11):			Loans (Note 11):
PT Trans Kalla Makassar	550,000	0.41651%	PT Trans Kalla Makassar
PT Duta Visual Nusantara TV 7	124,696	0.09443%	PT Duta Visual Nusantara TV 7
PT Trans Retail Indonesia	57,408	0.04347%	PT Trans Retail Indonesia
PT Trans Burger	8,501	0.00644%	PT Trans Burger
PT Trans Coffee	4,984	0.00377%	PT Trans Coffee
PT Trans Entertainment	500,000	0.37865%	PT Trans Entertainment
Komisaris dan direksi perusahaan berelasi dibawah Rp1 miliar	51,070	0.03867%	Commissioners and directors of related companies below Rp1 billion
Direksi dan karyawan kunci	5,935	0.00449%	Directors and key employees
Lain-lain - di bawah Rp1 miliar	15,998	0.01212%	Others - below Rp1 billion
Total kredit yang diberikan	1,318,592	0.99856%	Total loans
Aset lain-lain (Catatan 14):			Other assets (Note 14):
PT Duta Visual Nusantara TV 7	3,138	0.00238%	PT Duta Visual Nusantara TV 7
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	1,071	0.00081%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo
PT Trans Retail Indonesia	1,237	0.00094%	PT Trans Retail Indonesia
PT Para Bandung Propertindo	2,045	0.00155%	PT Para Bandung Propertindo
PT Trans Entertainment	1,659	0.00126%	PT Trans Entertainment
Lain-lain - di bawah Rp 1 miliar	6,601	0.00500%	Others - below Rp1 billion
Total aset lain-lain	15,751	0.01193%	Total other assets

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Jenis	Jumlah/ Total	Persentase (%)/ Percentage (%)	Type		
Transaksi surat berharga:			Securities transactions:		
Pembelian	3,731,813	7.24000%	Purchase		
Penjualan	7,304,962	13.09000%	Sale		
Giro (Catatan 16)	482,783	0.43770%	Current accounts (Note 16)		
Tabungan (Catatan 17)	113,643	0.10300%	Saving deposits (Note 17)		
Deposito berjangka (Catatan 18)	1,717,317	1.55700%	Time deposits (Note 18)		
Simpanan dari bank lain (Catatan 19)	1,202,082	1.08990%	Deposits from other banks (Note 19)		
Obligasi subordinasi (Catatan 23)	48,000	0.04350%	Subordinated bonds (Note 23)		
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 24)	4,703	0.00430%	Accrued expenses and other liabilities (Note 24)		
Pendapatan bunga (Catatan 28)	101,022	0.98870%	Interest income (Note 28)		
Beban bunga (Catatan 29)	46,167	0.98530%	Interest expenses (Note 29)		
Beban asuransi kesehatan karyawan			Employees health insurance		
PT Asuransi Umum Mega	23,386	1.59810%	PT Asuransi Umum Mega		
PT PFI Mega Life Insurance	2,436	0.16650%	PT PFI Mega Life Insurance		
Total beban asuransi kesehatan karyawan	25,822	1.76460%	Total employee's health insurance		
Beban Iklan:			Advertising expenses:		
PT Televisi Transformasi Indonesia	96,443	5.34130%	PT Televisi Transformasi Indonesia		
PT Trans Digital Media	3,917	0.21690%	PT Trans Digital Media		
PT Duta Visual Nusantara TV 7	4,662	0.25820%	PT Duta Visual Nusantara TV 7		
PT Trans News Corpora	1,229	0.06810%	PT Trans News Corpora		
Lain-lain - di bawah Rp1 miliar	367	0.02030%	Others - below Rp1 billion		
Total beban iklan	106,618	5.90480%	Total Advertising expenses		
Pendapatan sewa (Catatan 14a):			Rent income (Note 14a):		
PT Allo Bank Indonesia Tbk	9,776	23.24850%	PT Allo Bank Indonesia Tbk		
PT Duta Visual Nusantara TV 7	8,425	20.03570%	PT Duta Visual Nusantara TV 7		
PT Bank Mega Syariah	5,040	11.98570%	PT Bank Mega Syariah		
PT Asuransi Umum Mega	4,106	9.76460%	PT Asuransi Umum Mega		
PT Mega Capital Sekuritas	2,628	6.24970%	PT Mega Capital Sekuritas		
Lain-lain - di bawah Rp1 miliar	3,125	7.43160%	Others - below Rp1 billion		
Total pendapatan sewa	33,100	78.71580%	Total rent income		
Liabilitas komitmen - neto (Catatan 35):			Commitment liabilities - net (Note 35):		
PT Trans Retail Indonesia	1,760	0.02740%	PT Trans Retail Indonesia		
Total liabilitas komitmen	1,760	0.02740%	Total commitment liabilities		
Liabilitas kontinjensi - neto (Catatan 35):			Contingent liabilities - net (Note 35):		
PT Trans Retail Indonesia	82,200	22.59955%	PT Trans Retail Indonesia		
PT Trans Fashion Indonesia	41,419	11.38748%	PT Trans Fashion Indonesia		
PT Alfa Retailindo	5,477	1.50581%	PT Alfa Retailindo		
Lain-lain - di bawah Rp1 miliar	631	0.17348%	Others - below Rp1 billion		
Total liabilitas kontinjensi	129,727	35.66633%	Total contingent liabilities		

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Jenis	Jumlah/ Total	Persentase (%)/ Percentage (%)	Type		
Giro pada bank lain (Catatan 6):			Current accounts with other banks (Note 6):		
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	100	0.00007%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo		
PT Bank Pembangunan Daerah Sulawesi Tengah	1	0.00000%	PT Bank Pembangunan Daerah Sulawesi Tengah		
Total giro pada bank lain	101	0.00007%	Total current accounts with other banks		
Efek-efek (Catatan 8):			Securities (Note 8):		
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	192,200	0.13560%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo		
Kredit yang diberikan (Catatan 11):			Loans (Note 11):		
PT Trans Kalla Makassar	521,144	0.36764%	PT Trans Kalla Makassar		
PT Duta Visual Nusantara TV 7	124,696	0.08797%	PT Duta Visual Nusantara TV 7		
PT Trans Retail Indonesia	121,262	0.08555%	PT Trans Retail Indonesia		
PT Mega Central Finance	12,732	0.00898%	PT Mega Central Finance		
PT Trans Burger	9,757	0.00688%	PT Trans Burger		
PT Mega Auto Finance	9,715	0.00685%	PT Mega Auto Finance		
PT Trans Coffee	5,000	0.00353%	PT Trans Coffee		
Komisaris dan direksi perusahaan berelasi diatas Rp1 miliar	54,315	0.03832%	Commissioners and directors of related companies above Rp1 billion		
Direksi dan karyawan kunci didas Rp1 miliar	6,440	0.00454%	Directors and key employees above Rp1 billion		
Lain-lain - di bawah Rp1 miliar	15,836	0.01117%	Others - below Rp1 billion		
Total kredit yang diberikan	880,897	0.62143%	Total loans		
Aset lain-lain (Catatan 14):			Other assets (Note 14):		
PT Duta Visual Nusantara TV 7	3,980	0.00281%	PT Duta Visual Nusantara TV 7		
PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo	1,083	0.00076%	PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo		
PT Trans Retail	1,039	0.00073%	PT Trans Retail		
PT Para Bandung Propertindo	1,037	0.00073%	PT Para Bandung Propertindo		
Lain-lain - di bawah Rp 1 miliar	6,709	0.00474%	Others - below Rp1 billion		
Total Aset lain-lain	13,848	0.00977%	Total Other assets		
Transaksi surat berharga:			Securities transactions:		
Pembelian	2,827,559	4.11000%	Purchase		
Penjualan	8,940,145	16.95000%	Sale		
Giro (Catatan 16)	470,942	0.38880%	Current accounts (Note 16)		
Tabungan (Catatan 17)	145,624	0.12020%	Saving deposits (Note 17)		
Deposito berjangka (Catatan 18)	1,827,590	1.50890%	Time deposits (Note 18)		
Simpanan dari bank lain (Catatan 19)	568,738	0.46960%	Deposits from other banks (Note 19)		
Obligasi subordinasi (Catatan 23)	38,000	0.03140%	Subordinated bonds (Note 23)		
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 24)	5,547	0.00460%	Accrued expenses and other liabilities (Note 24)		
Pendapatan bunga (Catatan 28)	82,508	0.90980%	Interest income (Note 28)		
Beban bunga (Catatan 29)	69,702	2.17820%	Interest expenses (Note 29)		
Beban asuransi kesehatan karyawan:			Employees health insurance:		
PT Asuransi Umum Mega	19,464	1.43250%	PT Asuransi Umum Mega		
PT PFI Mega Life Insurance	1,900	0.13980%	PT PFI Mega Life Insurance		
Total beban asuransi kesehatan karyawan	21,364	1.57230%	Total employee's health insurance		
Beban Iklan:			Advertising expenses:		
PT Televisi Transformasi Indonesia	87,572	4.74260%	PT Televisi Transformasi Indonesia		
PT Trans Digital Media	14,143	0.76590%	PT Trans Digital Media		
PT Duta Visual Nusantara TV 7	6,947	0.37620%	PT Duta Visual Nusantara TV 7		
PT Trans News Corpora	1,159	0.06280%	PT Trans News Corpora		
PT Trans Berita Bisnis	1,016	0.05500%	PT Trans Berita Bisnis		
Lain-lain - di bawah Rp1 miliar	949	0.05140%	Others - below Rp1 billion		
Total Beban iklan	111,786	6.05390%	Total Advertising expenses		

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Jenis	Jumlah/ Total	Persentase (%)/ Percentage (%)	Type
Pendapatan sewa (Catatan 14a):			Rent income (Note 14a):
PT Allo Bank Indonesia Tbk	11,705	24.96690%	PT Allo Bank Indonesia Tbk
PT Duta Visual Nusantara TV 7	8,425	17.97060%	PT Duta Visual Nusantara TV 7
PT Bank Mega Syariah	4,721	10.07000%	PT Bank Mega Syariah
PT Asuransi Umum Mega	4,432	9.45350%	PT Asuransi Umum Mega
PT Mega Capital Sekuritas	2,900	6.18570%	PT Mega Capital Sekuritas
Lain-lain - di bawah Rp1 miliar	4,842	10.32810%	Others - below Rp1 billion
Total pendapatan sewa	37,025	78.97490%	Total rent income
Liabilitas komitmen - neto (Catatan 35):			Commitment liabilities - net (Note 35):
PT Trans Retail Indonesia	2,348	0.05490%	PT Trans Retail Indonesia
Total liabilitas komitmen	2,348	0.05490%	Total commitment liabilities
Liabilitas kontinjensi - neto (Catatan 35):			Contingent liabilities - net (Note 35):
PT Trans Retail Indonesia	63,500	11.34778%	PT Trans Retail Indonesia
PT Trans Fashion Indonesia	59,439	10.62205%	PT Trans Fashion Indonesia
PT Alfa Retailindo	5,537	0.98949%	PT Alfa Retailindo
Lain-lain - di bawah Rp1 miliar	1,553	0.27753%	Others - below Rp1 billion
Total liabilitas kontinjensi	130,029	23.23685%	Total contingent liabilities

Keterangan:

- Persentase dari giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek, derivatif, kredit yang diberikan, tagihan akseptasi dan aset lain-lain dihitung terhadap jumlah aset pada masing-masing tanggal laporan posisi keuangan.
- Persentase dari giro, tabungan, deposito berjangka, simpanan dari bank lain, beban yang masih harus dibayar dan liabilitas lain-lain dihitung terhadap jumlah liabilitas pada masing-masing tanggal laporan posisi keuangan.
- Persentase dari pendapatan bunga dihitung terhadap jumlah pendapatan bunga untuk masing-masing tahun yang bersangkutan.
- Persentase dari beban bunga dihitung terhadap jumlah beban bunga dan pembiayaan lainnya untuk masing-masing tahun yang bersangkutan.
- Persentase dari beban asuransi kesehatan karyawan dihitung terhadap jumlah beban karyawan untuk masing-masing tahun yang bersangkutan.
- Persentase dari pendapatan sewa dihitung terhadap jumlah pendapatan non-operasional untuk masing-masing tahun yang bersangkutan.
- Persentase dari beban iklan dihitung terhadap jumlah beban umum dan administrasi untuk masing-masing tahun yang bersangkutan.

Description:

- Percentages of current account with other banks, placement with Bank Indonesia and other banks, securities, derivative, loans, acceptance receivable and other assets are computed based on total assets at each statements of financial position date.
- Percentages of demand deposits, saving deposits, time deposits, deposits from other banks, accrued expenses and other liabilities are computed based on total liabilities at each statements of financial position date.
- Percentages of interest income are computed based on total interest income for each related year.
- Percentages of interest expenses are computed based on total interest expenses and other financing charges for each related year.
- Percentages of employee's health insurance expense are computed based on total personnel expenses for each related year.
- Percentages of rent income are computed based on total non-operating income for each related year.
- Percentages of advertising expense are computed based on total general and administrative expense for each related year.

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- h. Persentase dari pembelian/penjualan surat berharga dihitung terhadap total pembelian/penjualan surat berharga selama tahun berjalan.

Pada tanggal 6 Juni 2022, PT Bank Mega Tbk ("Bank") telah menandatangani Perjanjian Pengalihan Aset dan Liabilitas dengan PT Allo Bank Indonesia Tbk ("Allo Bank") dimana Allo Bank mengalihkan aset dan liabilitas pihak ketiga kepada Bank dengan total nilai aset yang di transfer sebesar Rp908.131 yang terdiri dari kredit sebesar Rp698.093, agunan yang diambil alih (AYDA) sebesar Rp175.356, aset tetap dan inventaris kantor sebesar Rp19.979 dan properti terbengkalai sebesar Rp14.703. Sedangkan untuk total nilai liabilitas yang dialihkan sebesar Rp566.294 yang terdiri dari giro sebesar Rp43.022, tabungan sebesar Rp48.433 dan deposito (termasuk bunga yang masih harus dibayar) sebesar Rp474.839. Nilai pengalihan tersebut telah mendapat pendapat kewajaran dari Kantor Jasa Penilai Publik Toto Suharto dan Rekan ("KJPP") yang dalam Laporan Pendapat Kewajaran No. 00148/2.0055-00/BS/07/0060/1/IV/2022 tertanggal 12 April 2022.

Sifat hubungan dengan pihak berelasi :

1. Hubungan kepemilikan/pemegang saham yang sama/*Related due to the same ownership share holders*

- PT Televisi Transformasi Indonesia
- PT Duta Visual Nusantara TV 7
- PT Para Bandung Propertindo
- PT Mega Capital Sekuritas
- PT Bank Mega Syariah
- PT Asuransi Umum Mega
- PT Mega Corpora
- PT Trans Property
- PT Trans Corpora
- PT CT Corpora
- PT Batam Indah Investindo
- PT Trans Coffee
- PT Mega Central Finance
- PT Anta Express Tour & Travel Service Tbk
- PT Trans Airways
- PT Trans Media Corpora
- PT Trans Rekan Media
- PT Trans Entertainment
- PT Trans Fashion Indonesia
- PT Trans Lifestyle
- PT Para Inti Energy
- PT Para Energy Investindo
- PT Trans Kalla Makassar

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- h. Percentages of purchase/sale of securities are computed based on total purchase/sale of marketable securities during the year.

On June 6, 2022, PT Bank Mega Tbk ("Bank") entered into Assets and Liabilities Transfer Agreement with PT Allo Bank Indonesia Tbk ("Allo Bank") whereas Allo Bank transferred its third party assets and liabilities to the Bank with total transferred assets amounting to Rp908,131 which consisted of loans amounted to Rp698,093, foreclosed assets (AYDA) amounted to Rp175,356, fixed assets and office supplies amounted to Rp19,979 and abandoned properties amounted to Rp14,703. Meanwhile, the total transferred liabilities amounting to Rp566,294 which consisted of demand deposits amounted to Rp43,022, savings amounted to Rp48,433 and deposits (including accrued interest) amounted to Rp474,839. The transfer amount has obtained fairness opinion from Public Appraisal Office Toto Suharto dan Rekan ("KJPP") in Fairness Opinion Report No. 00148/2.0055-00/BS/07/0060/1/IV/2022 dated April 12, 2022.

The nature of relationship with related parties :

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- PT Trans Studio
- PT Trans Ice
- PT Mega Auto Finance
- PT Para Bali Propertindo
- PT Mega Indah Propertindo
- PT CT Agro
- PT Kaltim CT Agro
- PT Kalbar CT Agro
- PT Kalteng CT Agro
- PT Metropolitan Retailmart
- PT Mega Finance
- PT Mega Asset Management
- PT PFI Mega Life Insurance
- PT Perkebunan Indonesia Lestari
- PT Perkebunan Inti Indonesia
- PT Vaya Tour
- PT Trans Digital Media
- PT Trans Mart
- PT Trans Grosir Indonesia
- PT Trans Retail Indonesia
- PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo
- PT Arah Tumata
- PT Dian Abdi Nusa
- PT Wahana Kutai Kencana
- PT Trans Estate
- PT Trans Studio Balikpapan
- PT Trans Studio Jakarta
- PT Mega Indah Realty Development
- PT Rekreasindo Nusantara
- PT Bank Pembangunan Daerah Sulawesi Tengah
- PT Para Rekan Investama
- PT Trans E Produksi
- PT Indonusa Telemedia
- PT Trans News Corpora
- PT Detik Ini Juga
- PT Tama Komunika Persada
- PT Detik TV Indonesia
- PT Trans Burger
- PT Alfa Retailindo
- PT Trans Rekreasindo
- PT Trans Ritel Properti
- PT Trans Distributor
- PT Trans Importir
- PT Trans Indo Distributor
- PT Trans Indo Trading
- PT Trans Indo Importir
- PT Trans Living Indonesia
- PT Transindo Digital Ritel
- PT Garuda Indonesia (Persero) Tbk
- PT Katingan Agro Resources
- PT CT Agro Sukabumi
- PT CT Global Resources
- PT Lembah Sawit Subur 2

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- PT Trans Visi Media
- PT Mega Capital Investama
- PT Metro Outlet Indonesia
- PT Trans F&B
- PT Trans Retail
- PT Trans Studio Semarang
- PT Trans Fashion
- PT Trans Properti Indonesia
- PT Trans Studio BSD
- PT CT Corp Infrastruktur Indonesia
- PT Trans Cibubur Property
- PT Trans Realty Development
- PT Citra Bangun Sarana
- PT Karya Tumbuh Bersama Indo
- PT Trans Food Oriental
- PT Trans Media Sosial
- PT Trans Berita Bisnis
- PT Trans Rasa Oriental
- PT Trans Rasa Nippon
- PT Trans Rasa Bali
- PT Trans Pizza Resto
- PT Manajemen Data Corpora
- PT Beautinesia Media Nusantara
- PT Daily Dinamika Kreasi
- PT Multi Citra Abadi
- PT Mahkota Dhuharifqi Mandiri Wisata
- PT Sistem Pembayaran Digital
- PT Vaya Micetama Servindo
- PT Vaya Transport
- PT Yatra Pratama Orient
- PT Ekosistem Kreatif Indonesia
- PT Allo Bank Indonesia Tbk
- PT Vision Cinema Indonesia
- PT Vision Internet Indonesia
- PT Trans Properti Manajemen
- PT Private Investment Indonesia
- PT Pelabuhan Patimban International
- PT Allo Fresh Indonesia
- PT Trans TV Aceh
- PT Trans TV Ambon Ternate
- PT Trans TV Balikpapan
- PT Trans TV Batam Kendari
- PT Trans TV Bengkulu Jember
- PT Trans TV Bukittinggi Gorontalo
- PT Trans TV Cirebon Kediri
- PT Trans TV Denpasar Banjarmasin
- PT Trans TV Jambi Lampung
- PT Trans TV Jayapura Surabaya
- PT Trans TV Madiun Garut
- PT Trans TV Manokwari Kendari
- PT Trans TV Mataram Samarinda
- PT Trans TV Medan Palembang

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- PT Trans TV Pekanbaru Padang
- PT Trans TV Pontianak Manado
- PT Trans TV Semarang Makassar
- PT Trans TV Purwokerto Situbondo
- PT Trans TV Sukabumi Mamuju
- PT Trans TV Sumedang Pangkal Pinang
- PT Trans TV Tegal Malang
- PT Trans TVI Banten Kaltara
- PT Trans TV Yogyakarta Bandung
- PT Detik TVI Satu
- PT Detik TVI Dua
- PT Detik TVI Tiga
- PT Detik TVI Empat
- PT Detik TVI Lima
- PT Detik TVI Enam
- PT Detik TVI Tujuh
- PT Detik TVI Delapan
- PT Detik TVI Sembilan
- PT Detik TVI Sepuluh
- PT Detik TVI Sebelas
- PT Detik TVI Dua Belas
- PT Detik TVI Tujuh Belas
- PT Trans Berita Bisnis Satu
- PT Trans Berita Bisnis Dua
- PT Trans Berita Bisnis Empat
- PT Trans Berita Bisnis Lima
- PT Trans Berita Bisnis Tujuh
- PT Trans Berita Bisnis Delapan Belas
- PT Trans Rekan Nusantara 1
- PT Trans Rekan Nusantara 2
- PT Trans Rekan Nusantara 3
- PT Trans Rekan Nusantara 4
- PT Trans Rekan Nusantara 5
- PT Trans Rekan Nusantara 6
- PT Trans Rekan Nusantara 7
- PT Trans Rekan Nusantara 8
- PT Trans Rekan Nusantara 9
- PT Trans Rekan Nusantara Sepuluh
- PT Trans Rekan Nusantara Sebelas
- PT Trans Rekan Nusantara Dua belas
- PT Trans Rekan Nusantara Tiga belas
- PT Trans Rekan Nusantara Empat belas
- PT Trans Rekan Nusantara Lima Belas
- PT Transrekan Nusantara Enam belas
- PT Trans Media Nusantara 1
- PT Trans Media Nusantara 2
- PT Trans Media Nusantara 3
- PT Trans Media Nusantara 4
- PT Trans Media Nusantara 5
- PT Trans Media Nusantara 6
- PT Trans Media Nusantara 7
- PT Trans7 Tanah Datar Sukabumi

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 - PT Trans7 Balikpapan Palangkaraya
 - PT Trans7 Aceh
 - PT Trans7 Cirebon Kediri
 - PT Trans7 Denpasar Banjarmasin
 - PT Trans7 Purwokerto Jember
 - PT Trans7 Lampung Pekanbaru
 - PT Trans7 Bengkulu Jambi
 - PT Trans7 Surabaya Manado
 - PT Trans7 Tegal Malang
 - PT Trans Impor Indonesia
 - PT Trans Fashion Impor
 - CT Global Finance PTe. Ltd
 - Mintville Corporation
 - Finegold Resources Ltd
 - PT Trans Berita Bisnis Enam
 - PT Trans Berita Bisnis Delapan
 - PT Trans7 Banten Kaltara
 - PT Trans7 Kendari Manokwari
 - PT Trans7 Medan Palembang
 - PT Trans7 Madiun Garut
 - PT Trans7 Sumedang Situbondo
 - PT Trans7 Pangkal Pinang Mamuju
 - PT Trans7 Semarang Makassar
 - PT Trans7 Padang Aceh
 - PT Trans7 Ambon Ternate
 - PT Trans7 Pontianak Samarinda
 - PT Trans7 Palu Gorontalo
 - PT Trans7 Kupang Jayapura
 - PT Trans7 Batam Mataram
 - PT Trans News Production
 - Female Daily Pte. Ltd
 - Global Air Pte. Ltd
 - Pacific Air Holdings Ltd
 - Czar Aviation (Bvi) Limited
 - PT Bali Properti Developer
 - PT Taman Hiburan Cibubur
 - PT Taman Hiburan Bali
 - PT Rekan Investama Indonesia
 - PT Bank KB Bukopin Syariah
 - Colink Assets Holding Limited
 - CT-Corp Investments Singapore PTE Ltd
 - PT Dharya Haddira Kartikatama
 - Trans Fashion (Thailand) Company Limited
2. Hubungan keluarga dekat pengendali/ *Related to close family member of controller*
- PT Para Duta Bangsa
3. Manajemen Kunci
- Dalam menjalankan usahanya, Bank telah memberikan remunerasi, tunjangan dan fasilitas lainnya kepada Direksi dan Dewan Komisaris yang dicatat sebagai bagian dari beban gaji dan tunjangan lainnya (Catatan 33).
3. *Key Management*
- In the ordinary course of its business, the Bank has given remuneration, other allowances and benefits to Directors and Board of Commissioners which were recorded as part of salary expenses and other allowances (Note 33).*

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Tahun yang Berakhir pada tanggal 31 Desember/ Year Ended December 31, 2023						
	Jumlah kepala/ Headcount	Remunerasi/ Remuneration	Tunjangan dan fasilitas lainnya/ Other allowance and benefits	Jumlah/ Total		
Manajemen kunci					Key management	
Dewan Direksi	8	91,963	154	92,117	Board of Directors	
Dewan Komisaris	5	38,144	131	38,275	Board of Commissioners	
Sub - total manajemen kunci	13	130,107	285	130,392	Sub - total key management	
Komite Audit	2	767	29	796	Audit Committee	
Total	15	130,874	314	131,188	Total	

Tahun yang Berakhir pada tanggal 31 Desember/ Year Ended December 31, 2022						
	Jumlah kepala/ Headcount	Remunerasi/ Remuneration	Tunjangan dan fasilitas lainnya/ Other allowance and benefits	Jumlah/ Total		
Manajemen kunci					Key management	
Dewan Direksi	7	58,222	140	58,362	Board of Directors	
Dewan Komisaris	4	28,961	117	29,077	Board of Commissioners	
Sub - total manajemen kunci	11	87,183	257	87,439	Sub - total key management	
Komite Audit	2	683	29	712	Audit Committee	
Total	13	87,866	286	88,151	Total	

40. Masalah Hukum

Antara April 2009 sampai dengan Juli 2010, telah terjadi pembobolan dana PT Elnusa Tbk sebesar Rp111.000 dengan melibatkan oknum Bank maupun oknum PT Elnusa Tbk dan pihak-pihak lainnya.

Terhadap kejadian tersebut telah menimbulkan kasus-kasus sebagai berikut:

- Kasus Tindak Pidana Korupsi**
 Dalam perkara tindak pidana korupsi pihak Kejaksaan, berdasarkan hasil penyidikannya, mengindikasikan adanya korupsi dana PT Elnusa Tbk di Bank yang melibatkan oknum dari PT Elnusa Tbk sendiri. Berdasarkan hasil pemeriksaan di tingkat Pengadilan Negeri, Pengadilan Tinggi dan di tingkat Kasasi terbukti bahwa kasus ini adalah merupakan tindak pidana korupsi. Kasus ini telah diproses hingga tingkat Mahkamah Agung R.I. yang artinya terhadap perkara tersebut telah mempunyai kekuatan tetap dan mengikat (final and binding) dan karenanya pihak Kejaksaan wajib untuk segera melaksanakan (eksekusi) terhadap keputusan tersebut.

Keputusan tersebut diputuskan pada tanggal 29 Agustus 2012 melalui Rapat Permusyawaratan Mahkamah Agung R.I., dimana Mahkamah Agung telah

40. Legal Matters

Between April 2009 and July 2010, there was a fraud case of PT Elnusa Tbk fund amounting to Rp111,000 involving officers of the Bank and also personnel of PT Elnusa Tbk and other parties.

The incident has led to the following cases:

- The Corruption Case**
 In the criminal corruption case, the Indonesian attorney, based on its investigation indicated that there is a fund corruption occurred in Bank, involving the personnel from PT Elnusa Tbk itself. Based on the investigation in the Indonesian District Court, High Court and Court of Cassation, it was proven that this current case is indeed a corruption. This case has been processed up to Indonesia Supreme Court of Justice, which means this case has a fixed and binding power and because of that, the attorney must execute the final verdict regarding the case.

The verdict was decided on August 29, 2012 through the Consultative Meeting of Indonesia Supreme Court of Justice whereby the court decided and verdict all

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memutuskan dan menyatakan Para Terdakwa bersalah melakukan perbuatan melawan hukum berupa tindak pidana korupsi dan wajib untuk mengembalikan dana (yang di korupsinya) kepada Negara cq PT Elnusa Tbk.

Atas putusan tersebut Kejaksaan Negeri selaku pihak eksekutor/pelaksana eksekusi, wajib menjalankan proses eksekusi terhadap seluruh barang atau harta kekayaan yang telah disita oleh pengadilan untuk kemudian dilakukan pelelangan dan hasilnya masing-masing akan diserahkan kepada Negara cq PT Elnusa Tbk. Apabila harta kekayaan yang disita ternyata tidak mencukupi untuk mengembalikan dana PT Elnusa Tbk yang dikorupsi, maka pihak Kejaksaan akan melakukan perampasan dan penyitaan terhadap seluruh harta kekayaan para terdakwa/terpidana guna mengembalikan dana yang dikorupsinya tersebut kepada Negara cq PT Elnusa Tbk.

Bahwa kemudian salah satu terdakwa dalam kasus tipikor yakni Santun Nainggolan, telah mengajukan upaya hukum Peninjauan Kembali kepada Mahkamah Agung R.I. terhadap putusan kasasi dalam perkara tipikor tersebut, Mahkamah Agung Republik Indonesia pada tanggal 6 Januari 2016 telah memutuskan Menolak Permohonan Peninjauan Kembali dari Santun Nainggolan.

Sampai dengan tanggal penyelesaian laporan keuangan ini, tidak terdapat informasi baru terkait kasus tindak pidana korupsi ini.

b. Kasus Perdata

Bank telah menjadi pihak tergugat dalam kasus perdata yang diajukan oleh PT Elnusa Tbk (pihak penggugat), dimana penggugat mengajukan gugatan perbuatan melawan hukum terhadap Bank karena adanya pemalsuan sertifikat deposito berjangka dengan gugatan material sebesar Rp111.000. Pada tanggal 22 Maret 2012, Majelis Hakim Pengadilan Negeri Jakarta Selatan mengabulkan sebagian gugatan penggugat dan menghukum Bank untuk mengembalikan dana milik penggugat beserta sejumlah bunga tertentu.

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the defendants as guilty of violating the law on corruption and were required to return all the money to the State and PT Elnusa Tbk.

Based on the verdict of district attorneys as the executor of the verdict, they must exercise the execution process to all the material or money that had been confiscated by court which will be auctioned whereby the proceeds therein would be returned to the State and PT Elnusa Tbk. If the confiscated material is not enough to cover the corruption amount that need to be returned to PT Elnusa Tbk, the court will seize and confiscate all the property that are owned by the defendant in order to return the fund that has been corrupted to the State and PT Elnusa Tbk.

Eventually, one of the defendant in corruption case, namely Santun Nainggolan, has submitted a legal effort of Judicial Review to Indonesia Supreme Court of Justice in response to the Cassation's decision in the corruption case, Indonesia Supreme Court of Justice on January 6, 2016 decided to decline the appeal of Judicial Review from Santun Nainggolan.

Until the completion date of these financial statements, there is no information update regarding this corruption case.

b. Civil Case

The Bank has been the defendant of the civil case against PT Elnusa Tbk (the plaintiff), in which the plaintiff filed a case against law towards the Bank due to an indication of certification of deposit forgery amounting to Rp111,000. On March 22, 2012, the South Jakarta District Court of Justice granted the plaintiff charges and obligated the Bank to return the plaintiff's fund plus a certain amount of interest.

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Terkait dengan keputusan Pengadilan Negeri Jakarta Selatan tersebut, Bank telah mengajukan upaya hukum hingga peninjauan kembali ke Mahkamah Agung R.I. yang berakhir dengan penolakan dan guna mempertahankan haknya, Bank pada tanggal 19 September 2016 telah mengajukan gugatan perlawanan melalui Pengadilan Negeri Jakarta Selatan atas permohonan eksekusi yang diajukan oleh PT Elnusa Tbk yang dilanjutkan dengan pengajuan banding ke Pengadilan Tinggi Jakarta, dan saat ini sedang dalam proses kasasi di Mahkamah Agung R.I. sebagaimana yang tertuang dalam Risalah Pernyataan Permohonan Kasasi Nomor 162/Pdt.G/Plw/2016/PN.Jkt.Sel bertanggal 19 Juni 2023 Jo. Risalah Penerimaan Memori Kasasi Nomor 162/Pdt.G/Plw/2016/PN.Jkt.Sel bertanggal 27 Juni 2023 .

Pada tanggal 10 Mei 2017, melalui surat No. W10-U3/1882/Hk.02/5/2017 Perihal Penundaan Lelang, Ketua Pengadilan Negeri Jakarta Selatan telah menunda pelaksanaan (eksekusi) lelang (hingga pemberitahuan lebih lanjut dari Pengadilan Negeri Jakarta Selatan) dikarenakan masih adanya perkara perlawanan yang masih berjalan dan adanya upaya perdamaian yang sedang berlangsung.

Bahwa Mahkamah Agung dalam putusannya terhadap perkara tipikor menyatakan bahwa para terpidana dinyatakan bersalah telah melakukan perbuatan melanggar hukum berupa tindak pidana korupsi dan karenanya masing-masing pelaku dihukum penjara sesuai dengan tingkat perbuatannya dan pada saat yang bersamaan para terpidana wajib untuk mengembalikan dan membayar ganti rugi/denda kepada Negara cq. PT Elnusa Tbk. Di lain pihak dalam perkara gugatan perdara yang diajukan PT Elnusa Tbk, Bank dinyatakan telah melakukan perbuatan melanggar hukum dan wajib untuk membayar kepada PT Elnusa Tbk sebesar Rp111.000.

Pada 2017, Pengadilan Negeri Jakarta Selatan telah mengumumkan akan melakukan lelang terhadap obyek sita jaminan, akan tetapi kemudian sebelum lelang dilaksanakan, Ketua Pengadilan Negeri Jakarta Selatan mengeluarkan

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In relation to the decision of the South Jakarta District Court, the Bank filed a legal appeal up to judicial review to the Indonesia Supreme Court which resulted in rejection of the judicial review submitted by the Bank and to protect its right, the Bank, on September 19, 2016 had filed a tierce opposition through South Jakarta District Court against execution appeal filed by PT Elnusa Tbk which has been followed by an appeal to the Jakarta High Court, and is currently in the process of cassation at the Indonesia Supreme Court as stated in the Minutes of Statement of Cassation Application No. 162/Pdt.G/Plw/2016/PN.Jkt.Sel dated June 19, 2023 Jo. Minutes of Acceptance of Memorandum of Cassation No. 162/Pdt.G Plw/2016/PN.Jkt.Sel dated June 27, 2023.

On May 10, 2017, through letter No. W10-U3/ 1882/Hk.02/5/2017 Regarding the Postponed Auction, the Head of South Jakarta District Court has postponed the execution of the auction (until further notice from the South Jakarta District Court) due to the ongoing tierce opposition and peaceful settlement effort.

The Supreme Court, in its decision towards the corruption case decided that the defendants were found guilty of committing unlawful action of corruption and because of that, each of the defendants will be sentenced to imprisonment which terms was parallel to level of action taken. At the same time, all the defendants must return and pay compensations to the State and PT Elnusa Tbk. While in the civil case submitted by PT Elnusa Tbk, the Bank is found guilty of committing unlawful action and is required to pay the fine of Rp111,000 to PT Elnusa Tbk.

In 2017, the South Jakarta District Court has announced that it will conduct an auction against the object of confiscation, but then before the auction is held, the Head of South Jakarta District Court issued a Stipulation to postpone the

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Penetapan menunda eksekusi lelang, antara lain dengan alasan masih berjalannya proses Gugatan Perlawanan sebagaimana diuraikan diatas hingga selesai atau kedua belah pihak melakukan perdamaian atas kasus tersebut.

execution of the auction, until the settlement of the ongoing process of Resistance Lawsuit, as described above, or peaceful settlement from both parties.

Sehubungan dengan kasus di atas, Bank memenuhi permintaan dari regulator antara lain untuk membentuk dana cadangan dalam *escrow account* sebesar Rp206.630 sampai sengketa tersebut selesai (Catatan 14).

In relation to the case above, the Bank has received a request from regulator to, among others, create an escrow account amounting to Rp206,630 until the disputes are settled (Note 14).

41. Aset dan Liabilitas Moneter dalam Mata Uang Asing

41. Assets and Liabilities Denominated in Foreign Currency

Posisi aset (sebelum dikurangi dengan cadangan kerugian penurunan nilai) dan liabilitas moneter dalam mata uang asing adalah sebagai berikut:

Monetary asset (before deducting the allowance for impairment losses) and liability position denominated in foreign currencies are as follows:

	2023	2022	
Aset			Assets
Kas (Catatan 4)	116,590	212,024	Cash (Note 4)
Giro pada Bank Indonesia (Catatan 5)	461,910	636,711	Current accounts with Bank Indonesia (Note 5)
Giro pada bank lain (Catatan 6)	605,892	732,709	Current accounts with other banks (Note 6)
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	--	1,665,722	Placements with Bank Indonesia and other banks (Note 7)
Efek-efek (Catatan 8)	212,910	208,688	Securities (Note 8)
Tagihan derivatif (Catatan 10)	20,974	10,119	Derivatives receivable (Note 10)
Kredit yang diberikan (Catatan 11)	10,889,335	12,324,578	Loans (Note 11)
Tagihan akseptasi (Catatan 12)	--	53,031	Acceptance receivable (Note 12)
Aset lain-lain (Catatan 14)	62,856	46,906	Other assets (Note 14)
Total	12,370,467	15,890,488	Total
Liabilitas			Liabilities
Liabilitas segera	2,529	6,304	Obligations due immediately
Simpanan dari nasabah (Catatan 16, 17 dan 18)	10,156,031	12,876,010	Deposit from customers (Notes 16, 17 and 18)
Simpanan dari bank lain (Catatan 19)	461,357	394,597	Deposits from other banks (Note 19)
Liabilitas derivatif (Catatan 10)	18,931	66,818	Derivatives payable (Note 10)
Utang akseptasi (Catatan 12)	--	53,031	Acceptance payable (Note 12)
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 24)	62,710	157,384	Accrued expenses and other liabilities (Note 24)
Pinjaman diterima (Catatan 22)	692,865	856,213	Fund borrowings (Note 22)
Total	11,394,423	14,410,357	Total
Posisi aset (liabilitas) - neto	976,044	1,480,131	Asset (Liabilities) position - net

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Posisi Devisa Neto ("PDN") Bank adalah
 sebagai berikut:

The Bank's Net Open Position ("NOP") was as
 follows:

31 Desember/December 31, 2023						
Mata uang asing (dalam nilai penuh)/ Foreign currencies (in full amount)		Ekuivalen Rupiah/Equivalent in Rupiah		Posisi Devisa Neto/ Net Open Position		
Aset/ Assets	Liabilitas/ Liabilities	Aset/ Assets	Liabilitas/ Liabilities			
Dolar Amerika Serikat	933,156,369	941,456,794	14,367,809	14,495,610	127,801	United States Dollar
Yen Jepang	2,885,764,031	3,073,889,649	314,188	334,670	20,482	Japanese Yen
Dolar Singapura	8,153,001	8,882,993	95,197	103,721	8,524	Singapore Dollar
Euro Eropa	7,984,589	7,999,796	136,044	136,303	259	European Euro
Dolar Hong Kong	1,792,577	1,562,064	3,533	3,078	455	Hong Kong Dollar
Dolar Selandia Baru	200,682	370,327	1,960	3,616	1,656	New Zealand Dollar
Poundsterling Inggris	4,646,078	4,614,507	91,187	90,567	620	Great Britain Poundsterling
Yuan China	5,233,201	5,516,419	11,356	11,971	615	Chinese Yuan
Franc Swiss	63,813	79,392	1,168	1,453	285	Swiss Franc
Dolar Australia	22,411,209	22,484,754	235,783	236,557	774	Australian Dollar
			15,258,225	15,417,546	161,471	
Total Modal Tier I dan Tier II bulan Desember 2023, setelah dikurangi dengan modal pengurang					21,629,212	Total Tier I and Tier II Capital of December 2023 net of capital deduction
Rasio PDN					0.75%	NOP Ratio
31 Desember/December 31, 2022						
Mata uang asing (dalam nilai penuh)/ Foreign currencies (in full amount)		Ekuivalen Rupiah/Equivalent in Rupiah		Posisi Devisa Neto/ Net Open Position		
Aset/ Assets	Liabilitas/ Liabilities	Aset/ Assets	Liabilitas/ Liabilities			
Dolar Amerika Serikat	1,127,463,056	1,127,847,266	17,551,781	17,557,762	5,981	United States Dollar
Yen Jepang	1,370,255,697	1,455,678,373	161,430	171,493	10,063	Japanese Yen
Dolar Singapura	10,458,313	10,934,022	121,242	126,757	5,515	Singapore Dollar
Euro Eropa	11,768,779	12,208,792	195,147	202,443	7,296	European Euro
Dolar Hong Kong	5,645,938	6,155,767	11,272	12,290	1,018	Hong Kong Dollar
Dolar Selandia Baru	962,762	710,515	9,484	6,999	2,485	New Zealand Dollar
Poundsterling Inggris	6,457,514	6,538,189	121,311	122,827	1,516	Great Britain Poundsterling
Yuan China	10,779,209	6,958,333	24,134	15,579	8,555	Chinese Yuan
Franc Swiss	134,109	132,412	2,257	2,228	29	Swiss Franc
Dolar Australia	28,672,377	28,570,674	302,720	301,646	1,074	Australian Dollar
			18,500,778	18,520,024	43,532	
Total Modal Tier I dan Tier II bulan Desember 2022, setelah dikurangi dengan modal pengurang					20,571,769	Total Tier I and Tier II Capital of December 2022 net of capital deduction
Rasio PDN					0.21%	NOP Ratio

Berdasarkan peraturan BI mengenai PDN sebagaimana telah direvisi melalui Peraturan BI No. 6/20/PBI/2004 pada tanggal 15 Juli 2004, yang terakhir diperbarui dengan Peraturan BI No. 12/10/PBI/2010 tanggal 1 Juli 2010, PDN bank setinggi-tingginya adalah 20% dari modal. PDN merupakan jumlah absolut dari selisih antara aset dan liabilitas dalam mata uang asing, baik yang terdapat di laporan posisi keuangan maupun rekening administratif. PDN Bank pada tanggal 31 Desember 2023 dan 2022 telah memenuhi ketentuan BI.

In accordance with BI regulation concerning NOP as amended by BI Regulation No. 6/20/PBI/2004 on July 15, 2004 and as further amended by BI Regulation No. 12/10/PBI/2010 dated July 1, 2010, the maximum NOP of banks should be at the most 20% of capital. NOP represents an absolute amount arising from the differences between the assets and liabilities in foreign currencies in the statements of financial position and administrative accounts. The NOP of the Bank as of December 31, 2023 and 2022 is in compliance with BI regulations.

42. Kegiatan Wali Amanat

Bank memperoleh izin untuk menyelenggarakan kegiatan usaha sebagai wali amanat dari BAPEPAM-LK berdasarkan surat keputusan No. 20/STTD-WA/PM/2000 pada tanggal 2 Agustus 2000. Jasa-jasa yang dilakukan oleh Bank sebagai wali amanat adalah sebagai berikut:

42. Trusteeship Activities

The Bank was granted with the license to conduct trusteeship activity from BAPEPAM-LK based on the decision letter No. 20/STTD-WA/PM/2000 dated August 2, 2000. The services provided by the Bank as a trustee are as follows:

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- a. Mewakili kepentingan pemegang obligasi baik di dalam dan di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan kepentingan pemegang obligasi;
- b. Menyampaikan informasi lengkap secara terbuka mengenai kualifikasinya sebagai Wali Amanat dalam prospektus;
- c. Memberikan laporan kepada Otoritas Jasa Keuangan, Bursa Efek dan pemegang obligasi baik secara langsung atau melalui Bursa Efek dalam hal emiten telah cidera janji atau terjadi keadaan yang dapat membahayakan kepentingan pemegang obligasi;
- d. Melakukan pengawasan atau pemantauan secara berkala mengenai perkembangan pengelolaan usaha emiten berdasarkan laporan keuangan atau laporan lainnya; dan
- e. Memberikan nasihat yang diperlukan emiten sehubungan dengan perjanjian perwaliamanatan.

Untuk tahun yang berakhir 31 Desember 2023, Bank bertindak sebagai Wali Amanat atas 96 emisi obligasi, 32 emisi *medium-term notes*, 30 emisi sukuk, dan 3 emisi sukuk *medium-term notes*. Jumlah nilai obligasi yang diterbitkan adalah sebesar Rp89.941.805 dan USD19.166,167 (dalam nilai penuh).

Untuk tahun yang berakhir 31 Desember 2022, Bank bertindak sebagai Wali Amanat atas 103 emisi obligasi, 37 emisi *medium-term notes* dan 30 emisi sukuk dengan jumlah nilai obligasi yang diterbitkan sebesar Rp108.020.374 dan USD23.333,333 (dalam nilai penuh).

- a. Represents the bondholders in any court and outside the court on any legal actions that are related to the bondholders' interest;
- b. Submits complete information concerning its qualification as Trustee in the prospectus;
- c. Reports directly to Financial Services Authority, Stock Exchange and to the bondholders, directly or through Stock Exchange when the issuer has not complied with the agreement or any condition that will be disadvantageous to the bondholders;
- d. Perform periodic monitoring or supervision on the development of the issuer's business based on financial reports or others reports; and
- e. Provides necessary advisory services to issuer in connection with the trusteeship agreement.

For the year ended December 31, 2023, the Bank acted as Trustee for 96 bonds issuance, 32 *medium-term notes* issuance, 30 sukuk issuance, and 3 sukuk *medium-term notes* issuance. The total value of the bonds issued amounted to Rp89,941,805 and USD19.166.167 (in full amount).

For the year ended December 31, 2022, the Bank acted as Trustee for 103 bonds issuance, 37 *medium-term notes* issuance and 30 sukuk issuance. The total value of the bonds issued amounted to Rp108,020,374 and USD23.333.333 (in full amount).

43. Kegiatan Jasa Kustodian

Bank dapat bertindak sebagai Bank Kustodian berdasarkan surat izin dari Badan Pengawas Pasar Modal dan Lembaga Keuangan No. KEP-01/PM/ Kstd/2001 tanggal 18 Januari 2001.

Kustodian Umum meliputi:

- *Safekeeping* (penyimpanan dan pengadministrasian efek-efek)
- *Settlement and transaction handling* (penanganan dan penyelesaian transaksi penjualan/pembelian efek-efek)
- *Corporate action* (pengurusan hak-hak nasabah sehubungan dengan kepemilikan efek-efek nasabah)

43. Custodian Services Activities

The Bank is allowed to act as Custodian Bank based on the license from the Capital Market Supervisory Agency and Financial Institution based on the letter No. KEP-01/PM/Kstd/2001 dated January 18, 2001.

General Custody encompasses:

- *Safekeeping* (storage and administration of securities)
- *Settlement and transaction handling* (handling and settlement of the transaction of sales/purchases of securities)
- *Corporate action* (handling customer's rights in relation with the ownership of securities)

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- *Proxy* (mewakili nasabah dalam Rapat Umum Pemegang Saham berdasarkan surat kuasa)
- *Reporting*

Kustodian Reksa Dana meliputi:

- *Unit Registry* (pencatatan dan pengadministrasian unit reksa dana)
- *Fund Accounting* (penitipan kolektif, pengadministrasian portofolio reksa dana dan penghitungan Nilai Aset Bersih)
- *Reporting*
- *Storage of other securities in compliance with the prevailing regulations*

Pada tanggal 31 Desember 2023 dan 2022, nilai portofolio dalam administrasi kustodian Bank masing-masing sebesar Rp41.953.296 dan Rp44.723.440.

- *Proxy* (as a customer representative at the General Meeting of Shareholders based on powers of attorney)
- *Reporting*

Mutual Fund Custody encompasses:

- *Registry Unit* (registration and administration of mutual fund unit)
- *Fund Accounting* (collective custody, mutual fund administration and portfolio Net Asset Value calculation)
- *Reporting*
- *Storage of other securities in compliance with the prevailing regulations*

As of December 31, 2023 and 2022, the value of the portfolio under administration of the Bank's custodian amounted to Rp41,953,296 and Rp44,723,440, respectively.

44. Pengukuran Nilai Wajar

Tabel dibawah menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2023 dan 2022, dan tidak diperbarui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

44. Fair Value Measurements

The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of December 31, 2023 and 2022, and not updated to reflect changes in market conditions which have occurred after this date.

31 Desember/December 31					
2023		2022			
Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value		
Aset Keuangan				Financial Assets	
Nilai wajar melalui laba rugi				Fair value through profit or loss	
Efek-efek	2,156,712	2,156,712	1,520,017	1,520,017	Securities
Tagihan derivatif	20,974	20,974	10,119	10,119	Derivative receivable
	2,177,686	2,177,686	1,530,136	1,530,136	
Nilai wajar melalui penghasilan komprehensif lain				Fair value through other comprehensive income	
Efek-efek				Securities	
	35,467,876	35,467,876	37,657,009	37,657,009	
Biaya perolehan yang Diamortisasi				Amortized cost	
Kas	855,222	855,222	901,616	901,616	Cash
Giro pada Bank Indonesia	6,822,433	6,822,433	8,691,986	8,691,986	Current accounts with Bank Indonesia
Giro pada bank lain	644,673	644,673	757,620	757,620	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	3,352,627	3,352,627	9,164,176	9,164,176	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	7,215,441	7,215,441	3,254,705	3,254,705	Securities purchased under agreement to resell
Kredit yang diberikan	65,688,080	66,279,088	69,717,327	70,710,912	Loans
Tagihan akseptasi	--	--	52,965	52,965	Acceptances receivable
Aset lain-lain - neto*)	1,525,993	1,525,993	1,348,412	1,348,412	Other assets - net*)
	86,104,469	86,695,477	93,888,807	94,882,392	
Total	123,750,031	124,341,039	133,075,952	134,069,537	Total

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
 Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

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31 Desember/December 31					
	2023		2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Liabilitas Keuangan					Financial Liabilities
Nilai wajar melalui laba rugi					Fair value through profit or loss
Liabilitas derivatif	18,931	18,931	66,818	66,818	Derivatives payable
Diukur pada biaya perolehan diamortisasi					Measured at amortized cost
Liabilitas segera	296,179	296,179	245,593	245,593	Obligations due immediately
Simpanan nasabah					Deposits from customers
Giro	10,125,725	10,125,725	12,818,842	12,818,842	Current accounts
Tabungan	15,662,241	15,662,241	14,731,561	14,731,561	Savings deposits
Deposito berjangka	63,647,784	63,647,784	75,399,264	75,399,264	Time deposits
Simpanan dari bank lain					Deposits from other banks
Call money	3,244,212	3,244,212	389,188	389,188	Call money
Giro	246,028	246,028	574,181	574,181	Current accounts
Tabungan	73,176	73,176	116,921	116,921	Savings deposits
Deposito berjangka	309,180	309,180	466,406	466,406	Time deposits
Utang akseptasi	—	—	53,031	53,031	Acceptances payable
Pinjaman yang diterima	2,909,228	2,909,228	1,856,213	1,856,213	Fund Borrowings
Obligasi subordinasi - neto	50,000	50,000	50,000	50,000	Subordinated bonds - net
Efek-efek yang dijual dengan janji dibeli kembali	12,573,231	12,573,231	13,263,387	13,263,387	Securities sold under repurchased agreements
Beban yang masih harus dibayar dan liabilitas lain-lain**)	427,497	427,497	422,597	422,597	Accrued expenses and other liabilities**)
	109,564,481	109,564,481	120,387,184	120,387,184	
Total	109,583,412	109,583,412	120,454,002	120,454,002	Total

***) Termasuk di dalam liabilitas lain-lain merupakan bunga yang masih harus dibayar, setoran jaminan, dan kewajiban pembelian surat berharga/
 Included in other liabilities are accrued interest payables, lease liabilities, guarantee deposits, and liabilities to purchase of marketable securities

Berikut metode dan asumsi yang digunakan untuk perkiraan nilai wajar:

Nilai wajar aset dan liabilitas keuangan tertentu selain derivatif dan kredit yang diberikan mendekati nilai tercatat karena instrumen keuangan tersebut memiliki jangka waktu jatuh tempo yang singkat dan/atau suku bunganya sering ditinjau ulang.

Nilai wajar tagihan dan liabilitas derivatif dihitung berdasarkan metodologi yang dijelaskan dalam Catatan 2i dan 10.

Nilai wajar dari kredit yang diberikan dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga pasar terkini.

Bank menggunakan hierarki berikut untuk menentukan dan mengungkapkan nilai wajar dari aset dan liabilitas:

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung;
- Level 3 : input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

The following methods and assumptions are used to estimate the fair value:

Fair values of certain financial assets and liabilities other than derivatives and loans are approximately the same with their carrying amounts due to the short-term maturities of these financial instruments and/or repriced frequently.

The fair value of derivative receivable and payable are calculated based on methodology as disclosed in Notes 2i and 10.

The fair value of loans are determined by discounting cash flows using current market interest rate.

The Bank adopts the following hierarchy for determining and disclosing the fair value of assets and liabilities:

- Level 1 : quoted (unadjusted) market prices in active market for identical assets or liabilities.
- Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly;
- Level 3 : inputs for the asset and liability that are not based on observable market data (unobservable inputs).

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Tabel di bawah ini menunjukkan aset dan liabilitas yang diukur pada nilai wajar yang dikelompokkan berdasarkan hierarki nilai wajar:

The table below show the assets and liabilities measured at fair value categorized according to the fair value hierarchy:

31 Desember/December 31, 2023									
Nilai tercatat/ Carrying value	Nilai wajar/Fair value								
	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3						
Aset yang diukur pada nilai wajar									Assets measured at fair value
Efek-efek yang diukur pada nilai wajar									Securities at fair value
melalui laba rugi	2,156,712	2,156,712	--						through profit and loss
Tagihan derivatif	20,974	--	20,974						Derivative receivable
Efek-efek yang diukur pada nilai wajar									Securities at fair value
melalui penghasilan komprehensif lain	35,467,876	35,467,876	--						through other comprehensive income
Total aset yang diukur pada nilai wajar	37,645,562	37,624,588	20,974						Total assets measured at fair value
Aset yang nilai wajarnya diungkapkan									Assets for which fair value are disclosed
Kredit yang diberikan	65,688,080	--	65,869,199			409,889			Loans
Agunan yang diambil alih	1,327,078	--	--			1,327,078			Foreclosed assets
Aset tetap	5,994,863	--	--			5,994,863			Fixed Assets
Total aset yang nilai wajarnya diungkapkan	73,010,021	--	65,869,199			7,731,830			Total assets for which fair value are disclosed
Liabilitas yang diukur pada nilai wajar									Liabilities measured at fair value
Liabilitas derivatif	18,931	--	18,931			--			Derivative payable
Total liabilitas yang diukur pada nilai wajar	18,931	--	18,931			--			Total liabilities measured at fair value
31 Desember/December 31, 2022									
Nilai tercatat/ Carrying value	Nilai wajar/Fair value								
	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3						
Aset yang diukur pada nilai wajar									Assets measured at fair value
Efek-efek yang diukur pada nilai wajar									Securities at fair value
melalui laba rugi	1,520,017	1,520,017	--			--			through profit and loss
Tagihan derivatif	10,119	--	10,119			--			Derivative receivable
Efek-efek yang diukur pada nilai wajar									Securities at fair value
melalui penghasilan komprehensif lain	37,657,009	37,657,009	--			--			through other comprehensive income
Total aset yang diukur pada nilai wajar	39,187,145	39,177,026	10,119			--			Total assets measured at fair value
Aset yang nilai wajarnya diungkapkan									Assets for which fair value are disclosed
Kredit yang diberikan	69,717,327	--	70,430,078			280,834			Loans
Agunan yang diambil alih	1,391,294	--	--			1,391,294			Foreclosed assets
Aset tetap	6,161,272	--	--			6,161,272			Fixed Assets
Total aset yang nilai wajarnya diungkapkan	77,269,893	--	70,430,078			7,833,400			Total assets for which fair value are disclosed
Liabilitas yang diukur pada nilai wajar									Liabilities measured at fair value
Liabilitas derivatif	66,818	--	66,818			--			Derivative payable
Total liabilitas yang diukur pada nilai wajar	66,818	--	66,818			--			Total liabilities measured at fair value

Nilai wajar dari tanah dan bangunan dihitung dengan menggunakan pendekatan perbandingan pasar, pendekatan pendapatan, dan pendekatan biaya yang dihasilkan oleh aset.

Fair values of land and buildings are calculated using the comparable market approach, income approach and cost approach.

Tidak terdapat perpindahan antar tingkat selama tahun berjalan.

There were no transfer between level during the year.

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45. Manajemen Risiko Keuangan

a. Pendahuluan dan Gambaran Umum

Bank menyadari bahwa dalam melaksanakan kegiatan usahanya, Bank selalu berhadapan dengan risiko yang melekat (inheren) pada instrumen keuangan, yaitu Risiko Kredit, Risiko Likuiditas, Risiko Pasar atas nilai tukar valuta asing dan tingkat suku bunga, Risiko Operasional, serta risiko lainnya.

Dalam rangka mengendalikan risiko tersebut, Bank telah mengimplementasikan suatu Kerangka Dasar Manajemen Risiko (*Risk Management Framework*) yang tertuang dalam kebijakan manajemen risiko sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/ 2016 dan Surat Edaran OJK Nomor 34/SEOJK/03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum serta mengacu juga pada peraturan internal mengenai kebijakan manajemen risiko.

Bertolak dari ketentuan tersebut serta kebutuhan internal Bank, Bank telah melaksanakan manajemen risiko sesuai dengan cakupan aktivitasnya. Guna menyempurnakan pelaksanaan manajemen risiko, Bank selalu mengembangkan *tools* dan/atau metodologi yang digunakan, mengevaluasi dan memperbaiki setiap kelemahan pada proses, maupun terhadap pengembangan sumber daya manusia sebagai kunci implementasi manajemen risiko. Hal ini penting dilakukan mengingat faktor risiko yang memiliki sifat dinamis mengikuti perkembangan praktek bisnis perbankan itu sendiri.

Upaya perbaikan implementasi manajemen risiko tersebut difokuskan pada 5 (lima) hal utama, yaitu Identifikasi, Pengukuran, Pengawasan, Pengendalian, dan Pelaporan.

Bank memiliki eksposur terhadap risiko-risiko instrumen keuangan sebagai berikut:

- Risiko Kredit
- Risiko Pasar
- Risiko Likuiditas
- Risiko Operasional

b. Kerangka Manajemen Risiko

Manajemen risiko dikelola oleh Direktorat Risiko dan didukung oleh Satuan Kerja Manajemen Risiko yang bertanggung jawab langsung kepada Wakil Direktur Utama. Satuan Kerja Manajemen Risiko Bank, yaitu:

45. Financial Risk Management

a. Introduction and Overviews

The Bank realizes that in carrying out its business activities, the Bank is always faced with inherent risks in financial instruments, namely credit risk, liquidity risk, market risk on foreign exchange rates and interest rates, operational risk, and other risks

In order to control these risks, the Bank has implemented a Basic Risk Management Framework which is outlined in the risk management policy in accordance with Financial Services Authority Regulation Number 18/POJK.03/ 2016 and OJK Circular Letter Number 34/SEOJK/03 /2016 concerning the Implementation of Risk Management for Commercial Banks and also refers to internal regulations regarding risk management policies.

Starting from this regulated policy as well as internal requirement, the Bank has implemented risk management in accordance with the scope of their activities. In order to enhance the implementation of risk management, the Bank always develops tools and/or methodology that are used, evaluate and correct any weakness in the process and the development of human resources as the key to the implementation of risk management. It is important considering that risk factors inline with the the dynamic nature of the development on the banking business practice itself.

The effort of improving the implementation of risk management is focused on 5 (five) main points, namely Identification, Measurement, Monitoring, Control, and Reporting.

The Bank has exposure to the following risks from financial instruments:

- Credit Risk
- Market Risk
- Liquidity Risk
- Operational Risk

b. Risk Management Framework

The Bank Risk Management is managed and supported by the Risk Management Work Unit which is directly responsible to the Vice President Director. The Bank's Risk Management Work Unit consists of:

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- *Operational Risk Management*
- *Credit Risk Management*
- *Market, Liquidity, and Integrated Risk Management*
- *IT and Cyber Risk Management*

Dalam rangka penerapan manajemen risiko yang efektif, Bank telah memiliki Komite Manajemen Risiko yang berfungsi untuk membahas permasalahan risiko yang dihadapi Bank secara keseluruhan dan merekomendasikan kebijakan manajemen risiko kepada Direksi.

Manajemen telah membentuk komite-komite yang membantu Dewan Komisaris dan Direksi dalam penerapan manajemen risiko, yaitu:

- Komite Pemantau Risiko
- Komite Audit
- Komite Remunerasi dan Nominasi
- Komite Manajemen Risiko
- Komite Manajemen Risiko Terintegrasi
- Komite Produk
- Komite Kebijakan Perkreditan
- Komite Teknologi Informasi
- Komite Aset dan Liabilitas ("ALCO")
- Komite Sumber Daya Manusia
- Komite Manajemen Krisis

Komite-komite ini bertanggung jawab untuk mengembangkan dan memantau kebijakan manajemen risiko Bank pada masing-masing area. Komite-komite tersebut melaporkan aktivitas mereka secara berkala kepada Dewan Komisaris dan Direksi.

Kebijakan manajemen risiko Bank dibentuk untuk mengidentifikasi dan menganalisis risiko-risiko yang dihadapi Bank, untuk menentukan batasan dan pengendalian risiko yang sesuai dan untuk mengawasi risiko yang sesuai dan kepatuhan terhadap batasan yang telah ditetapkan. Kebijakan dan sistem manajemen risiko dikaji secara berkala untuk mencerminkan perubahan pada kondisi pasar, produk dan jasa yang ditawarkan. Bank melalui pelatihan serta standar dan prosedur pengelolaan, berusaha untuk mengembangkan lingkungan pengendalian yang teratur dan konstruktif, dimana seluruh karyawan memahami peran dan tanggung jawab mereka.

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- *Operational Risk Management*
- *Credit Risk Management*
- *Market, Liquidity, and Integrated Risk Management*
- *IT and Cyber Risk Management*

In order to implement effective risk management, the Bank has a Risk Management Committee whose function is to discuss the overall risk problems faced by the Bank and recommend risk management policies to the Board of Directors.

The management has established committees which are responsible to assist the Boards of Commissioners and Directors for managing the Bank's risk management, these are:

- *Risk Oversight Committee*
- *Audit Committee*
- *Remuneration and Nomination Committee*
- *Risk Management Committee*
- *Integrated Risk Management Committee*
- *Product Committee*
- *Credit Policy Committee*
- *Information Technology Committee*
- *Asset and Liability Committee ("ALCO")*
- *Human Resources Committee*
- *Crisis Management Committee*

These committees are responsible for developing and monitoring the Bank's risk management policy in their respective areas. All committees report regularly to the Boards of Commissioners and Directors.

The Bank's risk management policies are established to identify and analyze the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

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Bank menerapkan pengelolaan risiko yang efektif, dimana praktek-praktek yang sehat melekat pada sistem utama dan proses bisnis yang ada di Bank yang memungkinkan pengelolaan manajemen risiko oleh masing-masing satuan bisnis karena pengelolaan risiko adalah tanggung jawab dari semua pegawai pada semua level di organisasi. Bank juga menerapkan budaya kesadaran yang kuat dan proaktif atas risiko, yang merupakan dasar untuk mencapai manajemen risiko yang konsisten dan efektif.

Unit Kerja Independen telah dibentuk untuk melakukan evaluasi, pemantauan dan pelaporan berbagai risiko secara independen. Unit kerja tersebut dirancang untuk berfungsi secara independen dari unit bisnis (*second line of defense*).

Unit Kerja *Operational Risk Management*, Unit Kerja *Credit Risk Management*, Unit Kerja *Market Liquidity and Integrated Risk Management*, Unit Kerja *IT and Cyber Risk Management*, Unit Kerja *National Credit Review and Restructure*, Unit Kerja *National Credit Appraisal*, Unit Kerja *Compliance and Good Corporate Governance*, Unit Kerja *Crime and Fraud Investigation*, Unit Kerja *Anti Money Laundering*, Unit Kerja *Corporate Legal*, Unit Kerja *Customer Experience and Customer Care*, Unit Kerja *Process Management and Internal Control* (sub unit *Branch Operations Control* dan *Head Office Operations Control*) bertugas untuk melakukan identifikasi, mengkaji dan mengawasi semua risiko utama Bank sesuai dengan kebijakan dan prosedur manajemen risiko yang telah ditetapkan. Selain itu, terdapat pengendalian risiko secara internal dan independen untuk memastikan tata kelola, manajemen risiko dan pengendalian internal dengan baik (*three line of defense*) yaitu Unit Kerja Internal Audit.

Beberapa kebijakan internal yang terkait manajemen risiko yang ditinjau atau diterbitkan Bank sampai dengan 31 Desember 2023 antara lain sebagai berikut:

- Kebijakan Manajemen Risiko
- Kebijakan Manajemen Risiko Strategik
- Kebijakan Manajemen Risiko Hukum
- Kebijakan Manajemen Risiko Reputasi
- Kebijakan Manajemen Risiko Kepatuhan

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Effective risk management is adopted, hence, the sound practices are embedded in the Bank's core systems and business processes, thus allowing self-management of risk by respective business units, in which risk management is a responsibility of all employees at all levels in the organizational hierarchy. The Bank also adopts a strong and proactive risk awareness mindset, which is fundamental in attaining consistent and effective risk management.

Independent Working Units have been formed to facilitate independent evaluation, various risks monitoring and reporting. These divisions are designed to function independently of the business units (second line of defense).

Operational Risk Management Unit, Credit Risk Management Unit, Market Liquidity and Integrated Risk Management Unit, IT Unit and Cyber Risk Management, National Credit Review and Restructure Unit, National Credit Appraisal Unit, Compliance and Good Corporate Governance Unit, Crime and Fraud Investigation, Anti Money Laundering Unit, Corporate Legal Unit, Customer Experience and Customer Care Unit, Process Management and Internal Control Unit (Branch Operations Control and Head Office Operations Control Sub Unit) are in charge of identifying, assessing and monitoring all of the Bank's main risks in accordance with well-defined risk management policies and procedures. In addition, there is internal and independent risk control to ensure good governance, risk management and internal control properly (three line of defense) handled by Internal Audit Unit.

Several internal risk management policies which have been released or reviewed until December 31, 2023 are as follows:

- *Risk Management Policy*
- *Strategic Risk Management Policy*
- *Legal Risk Management Policy*
- *Reputational Risk Management Policy*
- *Compliance Risk Management Policy*

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- Kebijakan Manajemen Risiko Kredit
- Kebijakan Manajemen Risiko Pasar
- Kebijakan Manajemen Risiko Likuiditas
- Kebijakan Manajemen Risiko Operasional
- Kebijakan Manajemen Risiko Terintegrasi
- Kebijakan Manajemen Risiko TI dan Siber
- Pedoman Kerja Laporan ATMR Kredit - *Standardized Approach*
- Manajemen Risiko Suku Bunga pada *Banking Book* (*Interest Rate Risk in The Banking Book*)
- Pedoman Pengukuran dan Pelaporan Risiko Suku Bunga dalam *Banking Book* (*Interest Rate Risk in The Banking Book*)
- Komite Manajemen Risiko
- Komite Manajemen Risiko Terintegrasi
- Komite Kebijakan Perkreditan Bank Mega
- Kebijakan dan Prosedur Operasional *Control Self Assessment*
- Ketentuan Pengelolaan Portofolio Kredit
- Pedoman Perhitungan ATMR Risiko Operasional berdasarkan Pendekatan Standar
- Kebijakan *Stress Test*
- Pedoman Kerja ATMR Pasar
- Pedoman penyusunan Profil Risiko
- Kebijakan Kewajiban Penyediaan Modal Minimum (KPM) sesuai Profil Risiko
- Kebijakan Kewajiban Penyediaan Modal Minimum Terintegrasi
- Pedoman Penyusunan Profil Risiko Terintegrasi
- Kebijakan Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum
- Kebijakan Rekonsiliasi Transaksi Intra-Bank Mega Corpora
- Limit Pembiayaan Berdasarkan Sektor Ekonomi dan Mekanisme Pemantauan Sektor Ekonomi
- Pedoman Perhitungan Risiko Kredit pada Transaksi Derivatif Dalam Rangka Perhitungan BMPK
- Kebijakan *Risk Limit* Bank Mega
- Kebijakan *Risk Limit* Terintegrasi
- Komite Kredit Bank Mega
- Penetapan *Cut Off Behavior Scores* dalam Kartu Kredit
- Kebijakan Pagu Kredit dan *Personal Loan* Karyawan Bank Mega
- Buku Pedoman Penetapan Cadangan Kerugian Penurunan Nilai Aset Keuangan Bank

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- *Credit Risk Management Policy*
- *Market Risk Management Policy*
- *Liquidity Risk Management Policy*
- *Operational Risk Management Policy*
- *Integrated Risk Management Policy*
- *IT and Cyber Risk Management Policy*
- *Credit Risk-Weighted Assets Reporting Guidelines - Standardized Approach*
- *Interest Rate Risk in Banking Book (IRRBB) Policy*
- *Guidelines for Measuring and Reporting Interest Rates in the Banking Book (Interest Rate Risk in the Banking Book)*
- *Risk Management Committee*
- *Risk Management Committee*
- *Credit Policy Committee of Bank Mega*
- *Policy and Operational Procedures for Control Self Assessment*
- *Credit Portfolio Management Regulations*
- *Guidelines of Operational Risk RWA calculation based on the Standardize Approach*
- *Guidelines of Stress Testing*
- *Guidelines of Market ATMR*
- *Guidelines for compilation of Risk Profile*
- *Minimum Capital Adequacy Ratio (CAR) in accordance Risk Profile Policy*
- *Integrated Minimum Capital Adequacy Ratio (CAR) Policy*
- *Guidelines for Compilation of Integrated Risk Profiles*
- *Maximum Credit and Large Exposure Provision Policy for Commercial Banks*
- *Mega Corpora Intra-Group Transaction Reconciliation Policy*
- *Financing Limits based on Economic Sectors and Economic Sector Monitoring Mechanism*
- *Guidelines for Calculation of Credit Risk in Derivative Transactions in the Context of Calculation of the maximum lending limit*
- *Risk Limit Policy of Bank Mega*
- *Integrated Risk Limit Policy*
- *Bank Mega Credit Committee*
- *Determination of Cut Off Behavior Scores in Credit Cards*
- *Credit Card and Personal Loan Limit Policy for Bank Mega's Employee*
- *Financial Asset Impairment Policy*

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- Kebijakan Komite Produk dan Proses Penerbitan Produk atau Aktivitas Baru
- Pembentukan Tim Validasi Model dalam Satuan Kerja Manajemen Risiko
- Pedoman Kerja Market, Liquidity and Integrated Risk Management (MIRG)
- Pedoman Kerja Operational Risk Management (ORMG)
- Ketentuan *Risk Control Self Assessment* (RCSA)
- Penunjukkan *Directorate Operational Risk Management* (DORM)
- Kebijakan Penyusunan Rencana Darurat (*Contingency Plan*) dalam Kondisi Terburuk (*Worst Case Scenario*)
- Kebijakan Rencana Pendanaan Darurat (*Contingency Funding Plan*)
- Kebijakan *Business Continuity Management*
- Kebijakan Rencana Aksi (*Recovery Plan*)
- Kebijakan Valuasi Surat Berharga
- Kebijakan Kewajiban Pemenuhan Rasio Kecukupan Likuiditas (*Liquidity Coverage Ratio*)
- Kebijakan *Net Stable Funding Ratio* (NSFR)
- Kebijakan Penetapan *Risk Limit Management Treasury*
- Klasifikasi *Tier* Satuan Kerja Berdasarkan Aktivitas Bisnis
- Kebijakan Rencana Resolusi (*Resolution Plan*)
- Penetapan Anggota Organisasi *Business Continuity Management* (BCM)
- Pembuatan Dokumen *Business Continuity Plan* (BCP)
- Sistem Peringatan Dini Indikator Eksternal
- Pemantauan Kewajaran Harga Pasar (*Off-Market*) Transaksi Forex
- Kewajiban Penyediaan Modal Minimum sesuai Profil Risiko
- Penetapan *Risk Limit Management Treasury*
- Pedoman Penyusunan Profil Maturitas *Behavioral*
- Prosedur *Marked-to-Market* (MtM) Transaksi *Cross Currency Swap* (CCS), *Interest Rate Swap* (IRS), dan *Overnight Index Swap* (OIS)
- Stimulus Perekonomian Nasional Sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease* 2019
- *i-Deb Checking* untuk Fasilitas Kredit (Non Kartu Kredit)

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- *Product Committee and Process of Publishing New Products or Activities Policy*
- *Establishment of Model Validation Team in Risk Management Work Unit*
- *Guidelines of Market, Liquidity and Integrated Risk Management (MIRG)*
- *Operational Risk Management (ORMG) Guideline*
- *Risk Control Self Assessment Guideline (RCSA)*
- *Denotion of Directorate Operational Risk Management (DORM)*
- *The Policy for The Arrangement of Contingency Plan in The Worst Case Scenario*
- *Contingency Funding Plan Policy*
- *Business Continuity Management Policy*
- *Recovery Plan Policy*
- *Securities Valuation Policy*
- *Liquidity Coverage Ratio Policy*
- *Net Stable Funding Ratio Policy*
- *Policy for Setting Risk Limit Management in Treasury*
- *Business Units Tier Classification Based on Business Activity*
- *Resolution Plan Policy*
- *Establisment of Business Continuity Management (BCM) Organization Members*
- *Creating Business Continuity Plan (BCP) Document*
- *External Indicator Early Warning System Monitoring*
- *Fairness of Market Price Monitoring for Forex Transaction*
- *Minimum Capital Requirement according to Risk Profile*
- *Determination of Treasury Management Risk Limit*
- *Guidelines for Compilation a Behavioral Maturity Profile*
- *Marked To Market (MtM) Procedure for Cross Currency Swap (CCS), Interest Rate Swap (IRS), and Overnight Index Swap (OIS) Transaction*
- *National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019*
- *i-Deb Checking for Non Credit Card Facility*

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- Prosedur i-Deb *Checking*
- Penyelesaian Kartu Kredit dan/atau *Personal Loan* Secara Bertahap
- *Pra-Checklist* Dokumen Kredit
- Penetapan Rating Eksternal
- Buku Pedoman Kredit Usaha Kecil Menengah
- Buku Pedoman Kredit Komersial
- Buku Pedoman Kredit *Indirect Channel*
- Perubahan Pertama Buku Pedoman Kredit *Indirect Channel*
- Buku Pedoman Kredit Korporasi
- Buku Pedoman Kartu Kredit
- Buku Pedoman Penilaian Agunan PT Bank Mega Tbk
- Komite Restrukturisasi Kredit
- Kebijakan Manajemen Risiko Teknologi Informasi
- Kebijakan Keamanan Informasi
- Pedoman Kerja *IT and Cyber Risk Management*
- Pemberian Kredit Pada Segmen Kredit Konsumer Khusus Pegawai Bank Mega (Non Kartu Kredit)
- Ketentuan Pemberian Fasilitas Kredit dengan Agunan Tunai
- Pemberian Fasilitas Kartu Kredit/Personal Loan Bank Mega untuk Karyawan Allo Bank
- Ketentuan Pemberian Pinjaman dengan Jaminan Deposito (PJD)
- Pemberian Fasilitas Kredit *Back-to-Back*
- Prosedur Pemberian Fasilitas Kredit Konsumer
- Prosedur Pemberian Fasilitas Kredit UKM
- Fasilitas *Trading Line* dan *Credit Line* untuk Badan Usaha Non Bank
- Pemberian Kredit pada Segmen Komersial
- Perubahan Pertama Buku Pedoman Kredit *Indirect Channel*
- Pemberian Kredit/Kerja Sama Pembiayaan pada Segmen *Indirect Channel*
- Pemberian Kredit pada Segmen Korporasi
- Kewenangan Pejabat di Bidang Perkreditan
- Hapus Buku dan Hapus Tagih Kredit
- Penggunaan *Scorecard* Fasilitas Interbank
- Komite Kredit Konsumer Khusus Fasilitas Kredit Pegawai Bank Mega
- Komite Restrukturisasi Kredit Terkait *Coronavirus Disease 2019*
- Penggunaan *Scorecard Counterparty* Non Bank

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- *i-Deb Checking Procedure*
- *Gradually Repayment of Credit Card and/or Personal Loan*
- *Credit Document Pre Checklist*
- *Determination of External Rating*
- *Guideline for SME Credit*
- *Guideline for Commercial Credit*
- *Guideline for Indirect Channel Credit*
- *First Amendment of Book of Indirect Channel Credit Policy*
- *Guideline for Corporate Credit*
- *Guideline for Credit Card*
- *PT Bank Mega Tbk's Collateral Appraisal Guideline*
- *Credit Restructure Committee*
- *Information Technology Risk Management Policy*
- *Information Security Policy*
- *IT and Cyber Risk Management Work Guidelines*
- *Consumer Loan (Non Credit Card) for Bank Mega Employee*
- *Cash Collateral Loan Facility*
- *Credit Card and Personal Loan Facility for Allo Bank Employee*
- *Time Deposit Collateral Loan Facility*
- *Back to Back Credit Facility*
- *Consumer Credit Facility*
- *SME Credit Facility*
- *Trading Line and Credit Line Facility for Non Bank Institution*
- *Commercial Credit Facility*
- *First Amendment of Book of Indirect Channel Credit Policy*
- *Credit Facility / Financing Cooperation of Indirect Channel Segment*
- *Corporate Credit Facility*
- *Official Authority in Credit Sector*
- *Credit Write off and Cut Loss*
- *Scorecard of Interbank Facility*
- *Consumer Credit Committee for Bank Mega Employee Credit Facility*
- *Credit Restructurisation Committee of Coronavirus Disease 2019*
- *Scorecard for Non Bank Counterparty*

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- Persyaratan dan Proses Aplikasi Kartu Kredit Konsumer
- Persyaratan dan Proses Aplikasi Kartu Kredit Bisnis
- Persyaratan dan Proses Aplikasi Mega Cash Line
- Persyaratan dan Proses Fasilitas Kartu Kredit Secured (Secured Card)
- Persetujuan Kartu Kredit Konsumer dan Kartu Kredit Bisnis
- Persetujuan Mega Cash Line
- *Maintenance Account* dan data Kartu Kredit atau *Personal Loan*
- Persetujuan Proses *Account Maintenance* Kartu Kredit atau *Personal Loan*
- Buku Pedoman Kartu Kredit

Sebagian besar kebijakan tersebut merupakan hasil revidi dari kebijakan yang telah ada. Upaya revidi dilakukan untuk menyempurnakan kebijakan dikarenakan adanya perubahan dari peraturan Bank Indonesia dan Otoritas Jasa Keuangan (OJK) maupun perubahan pada kondisi pasar maupun produk dan jasa yang ditawarkan Bank.

c. Risiko Kredit

Secara umum, pelaksanaan manajemen risiko kredit selama tahun 2023 difokuskan pada hal-hal berikut:

- Peningkatkan kesadaran dan kompetensi sumber daya manusia dalam bidang perkreditan dan risiko kredit.
- Pengembangan peran Satuan Kerja Manajemen Risiko (SKMR).
- Implementasi dan pengembangan *Dashboard Reporting* dan Pengaturan Parameter untuk kartu kredit dan personal loan
- Monitoring dan validasi *credit scoring* untuk kartu kredit dan *personal loan*.
- Pengembangan metodologi *stress testing* portofolio kredit terkait dengan risiko iklim
- Melakukan peninjauan terhadap kebijakan-kebijakan Bank terkait perkreditan agar sejalan dengan kondisi ekonomi di masa pandemi Covid-19.
- Meninjau kebijakan atas rencana penerbitan produk baru
- Peningkatan intensitas pengendalian dan pengawasan indikator yang terkait dengan upaya perbaikan Profil Risiko Bank dalam PTKB.

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- *Requirements and Application Process of Consumer Credit Card*
- *Requirements and Application Process of Business Credit Card*
- *Requirements and Application Process of Mega Cash Line*
- *Requirements and Application Process of Secured Credit Card*
- *Approval of Consumer Credit Card and Business Credit Card*
- *Approval of Mega Cash Line*
- *Credit Card or Personal Loan Account and Data Maintenance*
- *Approval of Credit Card or Personal Loan Account Maintenance*
- *Guideline for Credit Card*

The majority of the aforementioned policies are the result of a review of existing policies. The review was conducted with the intention of improving the policies due to changes in regulation from the Bank Indonesia and Financial Services Authority (OJK) regulations and change in market conditions or in products and services offered by the Bank.

c. Credit Risk

In general, the implementation of credit risk management in 2023 was focused on:

- *Increasing awareness and competencies of human resources in lending and credit risk aspect.*
- *Developing the roles of Risk Management unit.*
- *Implementation and developing Reporting Dashboard and Parameter Setting Dashboard for Credit Card and Personal Loan.*
- *Monitoring and validation of Credit Score for Credit Card and Personal Loan.*
- *Developing stress testing of credit portfolio regarding climate risk.*
- *Review Bank Mega credit policy so they are in line with economic condition during Covid-19 pandemic.*
- *Review policy of establishment new product*
- *Increased intensity of control and monitoring of indicators related to efforts to improve the Risk Profile of Banks within RBBR.*

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- Pembuatan *stress test* kredit untuk menguji ketahanan modal Bank dalam kondisi stress.

Prinsip yang diterapkan oleh Bank untuk menjalankan aktivitas manajemen risiko kredit didasarkan pada kebijakan risiko kredit yang mencakup persyaratan peraturan Bank Indonesia, Otoritas Jasa Keuangan dan kebijakan-kebijakan internal. Kebijakan internal direviu secara berkala agar sejalan dengan perkembangan terkini peraturan, lingkungan bisnis dan perubahan-perubahan yang terjadi karena pertumbuhan bisnis Bank dan kondisi ekonomi global terutama rekomendasi Komite Basel.

Untuk kredit yang diberikan, Bank menggunakan agunan untuk meminimalkan risiko kredit. Berdasarkan klasifikasi, kredit Bank dapat dibedakan menjadi dua kelompok besar, yaitu:

1. *Secured loans*
2. *Unsecured loans*

Untuk *secured loans*, Bank menetapkan jenis dan nilai agunan yang dijamin sesuai skema kredit. Jenis dari agunan terdiri dari:

- a. *Physical collateral*, antara lain tanah, bangunan dan BPKB kendaraan motor.
- b. *Cash collateral*, antara lain simpanan (tabungan, giro dan deposito berjangka, emas), *financial collateral* (surat berharga).
- c. Lainnya, antara lain jaminan pemerintah, garansi dan lembaga penjamin.

Apabila terjadi *default* (gagal bayar), Bank akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemenuhan kewajiban *counterparty*.

Unsecured loans terdiri dari *fully unsecured loans* dan *partially secured loans* seperti kredit untuk karyawan golongan berpenghasilan tetap (khususnya kredit karyawan). Dalam pembayaran kewajibannya, *partially secured loans* umumnya dilakukan melalui pemotongan penghasilan secara otomatis.

Dengan demikian, meskipun kredit tersebut termasuk dalam kategori *unsecured loans* namun tingkat risiko dari *partially secured loans* tidak sebesar nilai tercatat kredit. Sedangkan untuk *fully unsecured loans*, tingkat risiko adalah sebesar nilai tercatat kredit. Untuk *unsecured loan* bank juga telah menggunakan

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- Conduct credit stress to test the resilience of the Bank's capital under stress conditions.

The principle by which the Bank conducts their credit risk management activities is governed by credit risk policy that incorporates Bank Indonesia's regulatory requirements, Financial Services Authority as well as internal policies. Internal policies are reviewed periodically in accordance with changes in the regulatory requirements, business environment and changes resulting from the Bank's business growth and global economic condition especially the Basel Committee recommendations.

For the loans, Bank uses the collateral to minimize the credit risk. Loans in Bank are classified into two major category:

1. *Secured loans*
2. *Unsecured loans*

For secured loans, Bank determined the type and value of collateral according to the loan scheme. Types of collateral are as follows:

- a. *Physical collateral*, such as land, buildings and proof of vehicle ownership.
- b. *Cash collateral*, such as deposits (savings, current accounts, time deposit, gold) *financial collateral* (securities).
- c. Others, such as guarantees, government guarantees and guarantee institution.

If a times of default, the Bank will use the collateral as a last resort to fulfill counterparty obligations.

Unsecured loans consist of *fully unsecured loans* and *partially secured loans* such as loans for fixed income employees (especially for employee's loan). In their obligations payment, *partially secured loans* are generally made through automatic payroll deduction.

Although it is included in the *unsecured loans* category, the risk level of *partially secured loans* is lower than the carrying value. As for *fully unsecured loan*, the risk level is equal to the carrying value. For *Unsecured loans*, banks have also used various Know Your Customer (KYC) identification and validation

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berbagai proses identifikasi dan validasi *Know Your Customer* (KYC) serta penggunaan *scoring* model untuk memitigasi risiko kredit debitur-debitur *unsecured loan*.

Sampai dengan triwulan 3 2023, pertumbuhan ekonomi Indonesia masih cukup tinggi dimana pada triwulan 1 dan 2 2023 pertumbuhan PDB mencapai 5,04% dan 5,17%, meskipun pada kuartal 3 2023 mengalami sedikit penurunan menjadi 4,94%. Berdasarkan data BPS terlihat 5 sektor yang memiliki portofolio kredit terbesar di Bank memiliki pertumbuhan PDB yang lebih tinggi dibanding pertumbuhan PDB nasional kecuali sektor Pertanian. Keempat sektor ekonomi tersebut yaitu sektor Informasi dan Komunikasi (8,52%), sektor Transportasi dan Pergudangan (14,74%), sektor Industri Pengolahan (5,20%), serta sektor Pertambangan dan Penggalian (6,95%). Sementara pertumbuhan PDB di sektor pertanian sebesar 1,46%, masih lebih rendah dibanding pertumbuhan PDB nasional yaitu sebesar 4,94%.

Di tengah momentum perbaikan ekonomi, Bank berupaya untuk terus meningkatkan pertumbuhan kredit dengan memfokuskan pertumbuhan kredit kepada debitur-debitur besar terutama di segmen Korporasi dan segmen *Indirect Channel* (*Executing dan Joint Financing*).

Selain itu, Bank juga tetap berupaya untuk menjaga kualitas portofolio kredit agar tetap berada di level *risk appetite* dan *risk tolerance* Bank antara lain melalui:

1. Melakukan proses akuisisi kredit yang *prudent* untuk memastikan kualitas kredit debitur dengan fokus pada debitur-debitur yang memiliki *backbone* yang kuat dan memiliki prospek usaha yang baik. Bank juga menerapkan berbagai macam *tools* dan parameter akuisisi kredit untuk memperoleh debitur-debitur yang berkualitas baik.
2. Penerapan *early warning signal* melalui watchlist debitur restruktur Covid-19 serta secara berkala melakukan *stress test* atas portofolio restruktur Covid-19.

Meskipun saat ini pandemi Covid-19 telah mengalami perbaikan yang signifikan, masih terdapat daerah maupun sektor tertentu yang terkena dampak pandemi sehingga setelah

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processes as well as the use of scoring models to mitigate the credit risk of unsecured loan debtors.

Until the 3rd quarter of 2023, Indonesia's economic growth was still quite high, where in the 1st and 2nd quarters of 2023 GDP growth reached 5.04% and 5.17%, although in the 3rd quarter of 2023 it experienced a slight decline to 4.94%. Based on BPS data, it can be seen that the 5 sectors that have the largest credit portfolio at Bank have GDP growth that higher than national GDP growth, except for the Agriculture sector. The four economic sectors are the Information and Communication sector (8.52%), Transportation and Warehousing sector (14.74%), Processing Industry sector (5.20%), and Mining sector (6.95%). Meanwhile, GDP growth in the agricultural sector was 1.46%, still lower than national GDP growth, namely 4.94%.

Amid the momentum of economic improvement, the Bank seeks to continue to increase credit growth by focusing on credit growth for large debtors, especially in the Corporate and Indirect Channel (Executing and Joint Financing) segments.

In addition, the Bank also continues to strive to maintain the quality of the credit portfolio so that it remains at the level of the Bank's risk appetite and risk tolerance, among others through:

- 1. Conduct prudent credit acquisition to ensure credit quality with a focus on strong backbone and good business prospect debtors. Bank also implements several credit acquisition tools and parameters to obtain good quality debtors.*
- 2. Implementation of early warning signals through watchlist of restructured Covid-19 debtors and conduct stress tests on the restructuring portfolio of Covid-19 periodically.*

Even though the Covid-19 pandemic has experienced significant improvements, there are particular region and sectors affected by the pandemic so that after the validity period of

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masa berlaku POJK Stimulus Perekonomian Nasional sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease* 2019 berakhir, OJK sebagai regulator telah mengeluarkan kebijakan lanjutan melalui POJK No.19 tahun 2022 tentang Perlakuan Khusus Untuk Lembaga Jasa Keuangan Pada Daerah dan Sektor Tertentu di Indonesia yang Terkena Dampak Bencana. Menindaklanjuti kebijakan tersebut, OJK juga telah menetapkan sektor, daerah, dan segmen yang memerlukan perlakuan khusus terhadap kredit yaitu sektor Penyediaan Akomodasi dan Penyediaan Makan Minum, sektor tekstil dan produk tekstil, serta alas kaki, provinsi Bali, dan segmen UMKM yang mulai berlaku sejak tanggal 1 April 2023 sampai dengan 31 Maret 2024.

Bank telah menindaklanjuti terbitnya POJK tersebut dengan membuat maupun menyesuaikan kebijakan-kebijakan perkreditan yang mendukung upaya perbaikan kualitas portofolio kredit di masa pandemi sejak tahun 2020 dan tetap direvisi dan dikinakan secara berkala. Kebijakan-kebijakan tersebut diantaranya:

- Stimulus Perekonomian Nasional Sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease* 2019
- Komite Restrukturisasi Kredit Terkait *Coronavirus Disease* 2019
- Pemberian BWMK Khusus Restrukturisasi Kredit Terdampak Covid-19 kepada pejabat Bank yang berwenang.
- Perlakuan Khusus untuk Debitur di Daerah dan Sektor Tertentu di Indonesia yang Terkena Dampak Bencana

Manajemen risiko kredit difokuskan pada persiapan infrastruktur untuk mendukung strategi bisnis Bank, yang mencakup aspek-aspek berikut:

- Pengawasan aktif Dewan Komisaris dan Direksi.
- Kecukupan kebijakan, prosedur, dan penetapan limit.
- Kecukupan dan kualitas sumber daya manusia.
- Kecukupan modal risiko kredit dengan *standardized approach*.
- Kecukupan pencadangan atas portofolio aset produktif yang dimiliki.
- Pengukuran risiko kredit terhadap risiko inheren dan sistem pengendalian risiko berupa profil risiko kredit komposit.

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the POJK National Economic Stimulus as a *Countercyclical Policy* on the Impact of the Spread of *Coronavirus Disease* 2019 ends, OJK as the regulator has issued a follow-up policy through POJK No. 19 of 2022 concerning *Special Treatment for Financial Services Institutions in Certain Regions and Sectors in Indonesia Affected by Disasters*. Following up on this policy, OJK has also determined sectors, region, and segment that require special treatment of credit, namely the Accommodation and Food and Drink Provision sector, the textile, textile product, and footwear sector, the province of Bali, and SME segment which took effect from April 1, 2023 to March 31, 2024

The Bank has followed up on the issuance of the POJK by making and adjusting credit policies which aim to improve the quality of the loan portfolio during the pandemic since 2020 and are still being reviewed and updated regularly. These policies include:

- National Economic Stimulus as a *Countercyclical Policy* on the Impact of the Spread of *Coronavirus Disease* 2019
- Credit Restructuring Committee for due to *Coronavirus Disease* 2019
- Giving Loan Restructure Limit Authority to authorized officer.
- *Special Treatment for Debtors in Certain Regions and Sectors in Indonesia that Affected by Disaster*.

Credit risk management focused on the preparation of infrastructures to support the Bank's strategic business, which covers the following aspects:

- Active supervision of the Board of Commissioners and Board of Directors.
- The adequacy of policies, procedures and limits.
- The adequacy and quality of human resources.
- The adequacy of credit risk capital with a *standardized approach*.
- The adequacy of productive assets impairment.
- Measurement of credit risk to inherent risk and the risk control system in the form of a composite credit risk profile.

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- Pengukuran tingkat risiko debitur dengan menggunakan *rating* dan *scoring*.
- Pemantauan komposisi dan kondisi setiap debitur atau *counterparty* pada seluruh portofolio bank.
- Pemantauan eksposur risiko kredit secara berkala dan terus menerus serta membuat laporan terkait perkembangan dan penyebab risiko kredit secara berkala ke Komite Manajemen Risiko dan Direksi.
- Batas wewenang keputusan kredit.
- Sistem pengendalian internal yang menyeluruh.

Bank sudah menerapkan pengukuran risiko kredit Basel II dengan menggunakan pendekatan standar.

Di samping itu, Bank telah menerapkan PSAK 71 dalam perhitungan Cadangan Kerugian Penurunan Nilai (CKPN). Cadangan Kerugian Penurunan Nilai (CKPN) dihitung untuk instrumen keuangan yang tergolong dalam biaya perolehan yang diamortisasi (AC) serta nilai wajar melalui penghasilan komprehensif lain (FVOCI), diantaranya adalah penempatan pada bank, efek-efek, kredit yang diberikan, bank garansi, serta produk-produk *trade finance* seperti *letters of credit* (L/C) dan SKBDN.

Metodologi perhitungan CKPN dikelompokkan ke dalam 2 (dua) kategori: Kolektif dan Individual. Metode penurunan nilai ini digunakan untuk menghitung CKPN fasilitas kredit yang terkait dengan *significant loan* dan *non-significant loan*. Minimum kriteria yang termasuk dalam kategori *significant loan* dan *non-significant loan* mengacu kepada Pedoman Penurunan Nilai Aset Keuangan Bank.

CKPN kolektif dihitung dengan menggunakan beberapa parameter, yaitu *Probability of Default* (PD), *Loss Given Default* (LGD), dan *Exposure at Default* (EAD).

PD dihitung dengan pendekatan statistik yaitu *Migration Analysis* untuk semua segmen dengan menentukan probabilitas migrasi antar-grade. Khusus PD untuk produk *treasury* nilainya didapat dari lembaga pemeringkat yang diakui oleh Regulator. Dalam PSAK 71, PD harus memperhitungkan *forward-looking adjustment*. Perhitungan PD *after forward-looking* diperoleh dengan memperhitungkan faktor makroekonomi yang berpengaruh

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- *Measurement of the risk level of debtors by using rating and scoring.*
- *Monitoring the composition and condition of each debtor or counterparty in all bank portfolios.*
- *Monitoring credit risk exposures regularly and making reports related to the development and causes of credit risk regularly to the Risk Management Committee and Directors.*
- *Credit determination limits.*
- *Comprehensive internal control system.*

The Bank has implemented Basel II risk measurement using standardized approach.

Moreover, Bank has implemented PSAK 71 in calculating Allowance for Impairment Losses (CKPN). Allowance for Impairment Losses (CKPN) calculated for financial instrument that were classified in amortized cost (AC) and fair value through other comprehensive income (FVOCI) such as Interbank Placement, securities, loans, Bank Guarantee, and trade finance product such as letters of credit (L/C) and SKBDN.

CKPN Calculation methodology grouped into 2 categories, collective and individual. This method is used to calculate CKPN for significant and non-significant loans. Minimum criteria that describe significant and non-significant loan referred to Bank's Financial Asset Impairment Policy.

Collective CKPN is calculated by using some parameters which are Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD).

PD is calculated by using statistical approach which is migration analysis to all segment to determine migration probability per grade. For treasury product PD, the values came from rating agency. In PSAK 71, PD must consider forward-looking adjustment. The Calculation of PD after forward-looking is obtained by taking into account macroeconomic factor that have significant effect to PD after weighted through 3 scenarios, base, best and worst scenario.

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signifikan terhadap PD serta telah diboboti dengan 3 skenario yaitu *base*, *best*, dan *worst scenario*. Nilai PD *after forward-looking* terdiri dari 2 jenis yaitu PD 12 bulan dan PD *lifetime*, sehingga nilai PD *after forward-looking* setidaknya tersedia hingga aset Bank jatuh tempo. Data *history* untuk perhitungan PD non-kartu Kredit adalah minimal 5 tahun sedangkan untuk segmen kartu kredit minimal 3 tahun.

Bank harus mengakui LGD untuk setiap jenis jaminan/ agunan dan dampak yang dihasilkan dari perubahan ekonomi makro. Begitu juga dengan *recovery period* dihitung sejak kredit *default*. *Recovery Period* untuk segmen Kredit non Kartu Kredit adalah selama 5 tahun. Sedangkan untuk segmen Kartu Kredit adalah 3 tahun.

EAD merupakan berapa *exposure* portofolio saat kredit mengalami default, ditambahkan dengan kelonggaran tarik dan dikalikan dengan *Credit Conversion Factor* (CCF). CCF untuk kredit yang masih memiliki kelonggaran tarik dihitung berdasarkan besarnya utilisasi unused dari kredit pada saat default dengan melihat historical data.

Perhitungan CKPN Individual dilakukan dengan mengacu kepada prinsip akuntansi dan pedoman Bank, yaitu metode *asset settlement* dan *discounted cash flow*.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Otoritas Jasa Keuangan (OJK) dalam pengelolaan risiko kredit berdasarkan parameter risiko kredit pada Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 (dua) bagian, yaitu:

1. Risiko Inheren
 - Komposisi portofolio aset dan tingkat konsentrasi kredit.
 - Kualitas penyediaan dana dan kecukupan pencadangan.
 - Strategi penyediaan dana dan sumber timbulnya penyediaan dana.
 - Faktor eksternal.
2. Kualitas Penerapan Manajemen Risiko Kredit
 - Tata kelola risiko kredit.
 - Kerangka manajemen risiko kredit.
 - Proses manajemen risiko kredit, sistem informasi, dan sumber daya manusia.
 - Sistem pengendalian risiko kredit.

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The amount of forward-looking PD consists of 2 categories which are 12 months PD and lifetime PD, so that after forward-looking, PD amount can be available until maturity date. Minimum historical data to calculate PD for non credit card is 5 years while minimum historical data for credit card is 3 years.

The Bank must consider LGD for each type of collateral and effect that came from macroeconomics change. So with recovery period is calculated since the loan is default. Recovery period for non credit card segment is 5 years, while for credit card segment is 3 years.

EAD is the amount of portfolio exposure when the credit default, added with unused facility multiple by Credit Covertion Factor (CCF). CCF for loans that still have unused facility calculated based on how much utilization from loan at the time of default by using historical data.

Individual CKPN is calculated in reference to accounting principal and Bank's policy, which are asset settlement and discounted cash flow methods.

The Bank also measures and reports periodically to Financial Services Authority (OJK) in terms of credit risk management based on the credit risk parameters of Assessment of Bank Soundness Level (PTKB) using Risk-based Bank Rating (RBBR) which consist of 2 (two) categories:

1. Inherent Risks
 - Asset portfolio compositions and level of credit concentration.
 - Funding procurement quality and provision adequacy.
 - Funding procurement strategy and resources.
 - External factors.
2. Credit Risk Management Implementation Quality
 - Credit risk governance.
 - Credit risk management frameworks.
 - Credit risk management process, information system, and human resources.
 - Credit risk control system.

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i. **Eksposur Maksimum terhadap Risiko Kredit**

Untuk aset keuangan yang diakui pada laporan posisi keuangan, eksposur maksimum atas risiko kredit setara dengan nilai tercatatnya.

Dalam penerbitan bank garansi dan *letters of credit* yang tidak dapat dibatalkan, eksposur maksimum atas risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank dalam hal timbul kewajiban atas penerbitan bank garansi dan *letters of credit* yang tidak dapat dibatalkan. Untuk komitmen kredit, eksposur maksimum atas risiko kredit adalah sebesar jumlah fasilitas yang belum ditarik dari fasilitas kredit yang telah disepakati (*committed*) yang diberikan kepada nasabah.

Tabel berikut menyajikan eksposur maksimum risiko kredit Bank atas instrumen keuangan pada laporan posisi keuangan dan rekening administratif tanpa memperhitungkan agunan kredit atau jaminan kredit lainnya.

i. **Maximum Exposure to Credit Risk**

For financial assets recognized in the statement of financial position, the maximum exposure to credit risk is equivalent to its carrying value.

For guarantees and irrevocable letters of credit issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the guarantees and irrevocable letters of credit issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn committed credit facilities granted to customers.

The following table presents the Bank's maximum exposure to credit risk of its financial instruments on the statements of financial position and administrative accounts without taking into account of any collateral held or other credit enhancement.

	2023	2022	Description
Uraian			
Posisi keuangan :			Financial position :
Giro pada Bank Indonesia			Current accounts with Bank Indonesia (Note 5)
(Catatan 5)	6,822,433	8,691,986	
Giro pada bank lain			Current accounts with other banks (Note 6)
(Catatan 6)	645,876	758,773	
Penempatan pada Bank Indonesia dan bank lain			Placements with Bank Indonesia and other banks (Note 7)
(Catatan 7)	3,356,000	9,164,176	
Efek-efek (Catatan 8)	37,624,588	39,177,941	Securities (Note 8)
Efek-efek yang dibeli dengan janji dijual kembali (Catatan 9)	7,215,441	3,254,705	Securities purchased under agreement to resell (Note 9)
Tagihan derivatif (Catatan 10)	20,974	10,119	Derivative receivables (Note 10)
Kredit yang diberikan (Catatan 11)	66,292,896	70,289,357	Loans (Note 11)
Tagihan akseptasi (Catatan 12)	--	53,031	Acceptance receivable (Note 12)
Aset lain-lain *)	1,525,993	1,348,412	Other assets *)
Rekening administratif :			Administrative accounts :
Bank garansi	363,724	559,581	Bank guarantees
L/C tidak dapat dibatalkan yang masih berjalan	2,056	120,333	Outstanding irrevocable L/C issued
Total	123,869,981	133,428,414	Total

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
 Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

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- ii. Analisis Risiko Konsentrasi Kredit
 Tabel di bawah ini menunjukkan eksposur maksimum bersih (setelah memperhitungkan agunan) atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2023 dan 2022:

- ii. Concentration of Credit Risk Analysis
 The table below shows the net maximum exposure (after considering collateral) to credit risk of securities purchased under agreement to resell as of December 31, 2023 and 2022:

	Eksposur Maksimum/ Maximum Exposure	Agunan/ Collateral	Eksposur - Neto/ Net Exposure	
2023				2023
Efek-efek yang dibeli dengan janji dijual kembali	7,215,441	7,220,899	--	Securities purchased under agreement to resell
2022				2022
Efek-efek yang dibeli dengan janji dijual kembali	3,254,705	3,256,824	--	Securities purchased under agreement to resell

Risiko konsentrasi kredit dapat terjadi bila sejumlah nasabah bergerak di bidang usaha yang sejenis, atau memiliki kegiatan usaha berada di dalam wilayah geografis yang sama, atau memiliki karakteristik yang serupa yang dapat menyebabkan kemampuan nasabah untuk memenuhi kewajiban atas perjanjian kredit sama-sama terpengaruh oleh perubahan ekonomi ataupun kondisi lainnya.

Concentrations of credit risk arise when a number of customers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions.

Bank mendorong adanya diversifikasi portofolio kreditnya pada berbagai wilayah geografis, industri dan produk kredit sebagai upaya untuk meminimalisasi risiko konsentrasi kredit. Bank sudah memiliki limit pembiayaan dan alat pengukuran limit pembiayaan berdasarkan sektor ekonomi untuk seluruh segmen kredit. Selain itu, Bank juga menjaga konsentrasi kredit terhadap debitur inti agar sejalan dengan *risk appetite* dan *risk tolerance* yang telah ditetapkan dalam kebijakan *risk limit*.

The Bank encourages the diversification of its credit portfolio among a variety of geographical area, industries, and credit product in order to minimize concentrated credit risk. The Bank already has a lending limit based on economic sectors for all credit segments. In addition, the Bank also maintains credit concentration on core debtors so that it is in line with the risk appetite and risk tolerance that have been stated in the risk limit policy.

Konsentrasi risiko kredit berdasarkan jenis debitur:

Credit risk concentration by counterparties:

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Giro pada Bank Indonesia dan bank lain/Current accounts with Bank Indonesia and other banks	Penempatan pada Bank Indonesia dan bank lain/Placements with Bank Indonesia and other banks	Efek-efek yang dibeli dengan janji dijual kembali/Securities purchase under agreement to resell	Tagihan derivatif/receivable	Tagihan akseptasi/receivable	Kredit yang diberikan/Loans	Aset lain-lain *//Other assets *)	Komitmen dan kontinjensi/Commitments and contingencies	Jumlah/Total	
--	--	5,226	--	--	44,225,509	220,985	325,825	44,777,545	Corporate Government and Bank Indonesia
6,822,433	2,349,657	37,407,536	--	--	2,113,127	765,708	--	51,357,327	Indonesia Banks
645,876	1,006,343	211,826	18,550	--	82,542	216,167	--	7,497,879	Retail
--	--	--	2,424	--	19,871,718	323,133	39,955	20,237,230	Total
7,468,309	3,356,000	37,624,588	20,974	--	66,292,896	1,525,993	365,780	123,869,981	

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

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Giro pada Bank Indonesia dan bank lain/Current accounts with Bank Indonesia and other banks	Penempatan pada Bank Indonesia dan bank lain/Placements with Bank Indonesia and other banks	Efek-efek yang dibeli dengan janji dijual kembali/Securities purchase under agreement to resell	Tagihan derivatif/receivable	Tagihan akseptasi/receivable	Kredit yang diberikan/Loans	Aset lain-lain *//Other assets *)	Komitmen dan kontinjensi/Commitments and contingencies	Jumlah/Total	
--	--	5,321	--	53,031	43,010,062	257,795	626,970	43,963,179	Corporate Government and Bank Indonesia
8,691,986	9,164,176	38,762,999	--	--	8,206,511	736,779	--	68,817,156	Indonesia Banks
758,773	--	409,621	9,965	--	246,124	4,027	--	1,428,510	Retail
--	--	--	154	--	18,826,660	349,811	52,944	19,229,569	Total
9,450,759	9,164,176	39,177,941	10,119	53,031	70,289,357	1,348,412	679,914	133,428,414	

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

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iii. Informasi mengenai aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai

iii. Information about impaired and not impaired financial assets

Efek-efek

Securities

31 Desember/December 31, 2023			
Tidak mengalami penurunan nilai/ Not Impaired	Mengalami penurunan nilai/ Impaired	Jumlah/ Total	
Obligasi korporasi	217,052	--	217,052
Sekuritas Rupiah Bank Indonesia	4,938,409	--	4,938,409
Obligasi Republik Indonesia	212,910	--	212,910
Obligasi Pemerintah Indonesia	31,957,968	--	31,957,968
Obligasi Ritel Indonesia	298,249	--	298,249
Total	37,624,588	--	37,624,588

31 Desember/December 31, 2022			
Tidak mengalami penurunan nilai/ Not Impaired	Mengalami penurunan nilai/ Impaired	Jumlah/ Total	
Obligasi korporasi	414,942	--	414,942
Obligasi Republik Indonesia	208,688	--	208,688
Obligasi Pemerintah Indonesia	38,256,990	--	38,256,990
Obligasi Ritel Indonesia	297,321	--	297,321
Total	39,177,941	--	39,177,941

Kredit yang diberikan

Pada tanggal 31 Desember 2023 dan 2022, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif.

Loans

As of December 31, 2023 and 2022, these financial assets are impaired either individually or collectively.

Ikhtisar kredit yang diberikan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Loans as of December 31, 2023 and 2022, are summarized as follows:

31 Desember/December 31, 2023				
Tidak mengalami penurunan nilai/ Not impaired	Mengalami penurunan nilai/ Impaired		Jumlah/ Total	
	Individual/ Individual	Kolektif/ Collective		
Korporasi	46,012,954	325,681	--	46,338,635
Komersial	2,475,458	255,465	32,677	2,763,600
Usaha Kecil	14,645	--	1,778	16,423
Konsumsi	285,979	19,734	5,945	311,658
Pembiayaan				
Bersama	10,275,589	--	253,770	10,529,359
Kartu Kredit	6,197,914	--	147,130	6,345,044
Total	65,262,539	600,880	441,300	66,304,719
Pendapatan bunga yang ditangguhkan	(11,823)	--	--	(11,823)
Cadangan kerugian penurunan nilai	(341,290)	(190,991)	(72,535)	(604,816)
Neto	64,909,426	409,889	368,765	65,688,080

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Tidak mengalami penurunan nilai/ Not impaired	Mengalami penurunan nilai/ Impaired		Jumlah/ Total		
	Individual/ Individual	Kolektif/ Collective			
Korporasi	50,870,841	295,846	--	51,166,687	Corporate
Komersial	2,960,383	149,100	24,867	3,134,350	Commercial
Usaha Kecil	40,340	--	1,224	41,564	Small Enterprises
Konsumsi	397,658	--	2,278	399,936	Consumer
Pembiayaan					
Bersama	9,148,314	--	211,871	9,360,185	Joint Financing
Kartu Kredit	6,035,135	--	173,446	6,208,581	Credit Card
Total	69,452,671	444,946	413,686	70,311,303	Total
Pendapatan bunga yang ditangguhkan	(21,910)	--	(36)	(21,946)	Unearned interest income
Cadangan kerugian penurunan nilai	(353,703)	(164,112)	(54,215)	(572,030)	Allowance for impairment losses
Neto	69,077,058	280,834	359,435	69,717,327	Net

Mutasi cadangan kerugian penurunan nilai berdasarkan jenis kredit yang diberikan pada tanggal 31 Desember 2023 dan 2022:

Movement of allowance for impairment losses by type of loans as of December 31, 2023 and 2022:

Tahun yang Berakhir pada tanggal 31 Desember 2023/ Year Ended December 31, 2023								
Korporasi/ Corporate	Komersial/ Commercial	Usaha Kecil/ Small Enterprises	Konsumsi/ Consumer	Pembiayaan Bersama/ Joint Financing	Kartu Kredit/ Credit Card	Jumlah/ Total		
Saldo per 31 Desember 2022	220,811	28,407	1,691	2,118	93,040	225,963	572,030	Balance as at December 31, 2021
Penambahan (pemulihan) penyisihan selama tahun berjalan (Catatan 11)	34,321	(13,525)	(4,295)	(2,851)	98,424	79,746	191,820	Additional (reversal) provision during the year (Note 11)
Penerimaan kembali kredit yang telah dihapusbukan	--	8,907	7,099	2,112	78	293,067	311,263	Recoveries of previously written-off loans
Penghapusbukuan selama tahun berjalan	--	(1,238)	(722)	(337)	(65,450)	(402,388)	(470,135)	Write-off during the year
Selisih penjabaran kurs	(162)	--	--	--	--	--	(162)	Foreign exchange differences
Saldo per 31 Desember 2023	254,970	22,551	3,773	1,042	126,092	196,388	604,816	Balance as at December 31, 2023
Cadangan kerugian penurunan nilai								Allowance for impairment losses
Individu	182,229	8,059	703	--	--	--	190,991	Individual
Kolektif	72,741	14,492	3,070	1,042	126,092	196,388	413,825	Collective
Total	254,970	22,551	3,773	1,042	126,092	196,388	604,816	Total

Tahun yang Berakhir pada tanggal 31 Desember 2022/ Year Ended December 31, 2022								
Korporasi/ Corporate	Komersial/ Commercial	Usaha Kecil/ Small Enterprises	Konsumsi/ Consumer	Pembiayaan Bersama/ Joint Financing	Kartu Kredit/ Credit Card	Jumlah/ Total		
Saldo per 31 Desember 2021	191,722	7,899	2,855	2,413	80,139	222,111	507,139	Balance as at December 31, 2021
Penambahan (pemulihan) penyisihan selama tahun berjalan (Catatan 11)	27,605	(14,169)	(13,555)	(4,537)	34,148	119,265	148,757	Additional (reversal) provision during the year (Note 11)
Penerimaan kembali kredit yang telah dihapusbukan	--	37,919	14,096	7,697	140	270,009	329,861	Recoveries of previously written-off loans
Penghapusbukuan selama tahun berjalan	--	(3,242)	(1,705)	(3,455)	(21,387)	(385,422)	(415,211)	Write-off during the year
Selisih penjabaran kurs	1,484	--	--	--	--	--	1,484	Foreign exchange differences
Saldo per 31 Desember 2022	220,811	28,407	1,691	2,118	93,040	225,963	572,030	Balance as at December 31, 2022
Cadangan kerugian penurunan nilai								Allowance for impairment losses
Individu	154,839	9,273	--	--	--	--	164,112	Individual
Kolektif	65,972	19,134	1,691	2,118	93,040	225,963	407,918	Collective
Total	220,811	28,407	1,691	2,118	93,040	225,963	572,030	Total

iv. Tabel di bawah menunjukkan kualitas aset keuangan yang belum jatuh tempo dan tidak mengalami penurunan nilai (sebelum pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai):

iv. The table below shows quality of financial assets that are neither past due nor impaired (gross of unearned interest income and allowance for impairment losses):

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	Belum jatuh tempo dan tidak mengalami penurunan nilai/ neither past due nor impaired	Tingkat standar/ Standard grade	Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Jumlah/ Total	
	Tingkat tinggi/ High Grade					
Nilai wajar melalui laba rugi						Fair value through profit or loss
Efek-efek (Catatan 8)						Securities (Note 8)
Obligasi Pemerintah	2,156,712	--	--	--	2,156,712	Government bond
Tagihan derivatif (Catatan 10)	20,974	--	--	--	20,974	Derivative receivables (Note 10)
Diukur pada nilai wajar melalui penghasilan komprehensif lain						Fair value through other comprehensive income
Efek-efek (Catatan 8)	35,467,876	--	--	--	35,467,876	Securities (Note 8)
Biaya perolehan yang diamortisasi						Amortized cost
Giro pada Bank Indonesia (Catatan 5)	6,822,433	--	--	--	6,822,433	Current accounts with Bank Indonesia (Note 5)
Giro pada bank lain (Catatan 6)	645,876	--	--	--	645,876	Current accounts with other banks (Note 6)
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	3,356,000	--	--	--	3,356,000	Placements with Bank Indonesia and other banks (Note 7)
Efek-efek yang dibeli dengan janji dijual kembali (Catatan 9)	7,215,441	--	--	--	7,215,441	Securities purchased under agreement to resell (Note 9)
Kredit yang diberikan (Catatan 11):						Loans (Note 11):
Korporasi	43,847,880	762,981	1,402,093	325,681	46,338,635	Corporate
Komersil	2,115,678	182,363	177,417	288,142	2,763,600	Commercial
Usaha Kecil	2,589	6,557	5,499	1,778	16,423	Small Enterprises
Konsumsi	235,839	41,273	8,867	25,679	311,658	Consumer
Pembiayaan bersama	3,049,207	6,012,134	1,214,248	253,770	10,529,359	Joint Financing
Kartu Kredit	5,985,736	--	212,178	147,130	6,345,044	Credit Card
Aset lain-lain*)	1,351,102	65,616	109,275	--	1,525,993	Other assets*)
Total	112,273,343	7,070,924	3,129,577	1,042,180	123,516,024	Total

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

31 Desember/December 31, 2022						
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ neither past due nor impaired	Tingkat standar/ Standard grade	Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Jumlah/ Total	
	Tingkat tinggi/ High Grade					
Nilai wajar melalui laba rugi						Fair value through profit or loss
Efek-efek (Catatan 8)	1,520,017	--	--	--	1,520,017	Securities (Note 8)
Tagihan derivatif (Catatan 10)	10,119	--	--	--	10,119	Derivative receivables (Note 10)
Diukur pada nilai wajar melalui penghasilan komprehensif lain						Fair value through other comprehensive income
Efek-efek (Catatan 8)	37,657,924	--	--	--	37,657,924	Securities (Note 8)
Biaya perolehan yang diamortisasi						Amortized cost
Giro pada Bank Indonesia (Catatan 5)	8,691,986	--	--	--	8,691,986	Current accounts with Bank Indonesia (Note 5)
Giro pada bank lain (Catatan 6)	758,773	--	--	--	758,773	Current accounts with other banks (Note 6)
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	9,164,176	--	--	--	9,164,176	Placements with Bank Indonesia and other banks (Note 7)
Efek-efek yang dibeli dengan janji dijual kembali (Catatan 9)	3,254,705	--	--	--	3,254,705	Securities purchased under agreement to resell (Note 9)
Kredit yang diberikan (Catatan 11):						Loans (Note 11):
Korporasi	48,906,797	533,444	1,430,600	295,846	51,166,687	Corporate
Komersil	2,600,635	174,541	185,207	173,967	3,134,350	Commercial
Usaha Kecil	6,637	16,805	16,898	1,224	41,564	Small Enterprises
Konsumsi	347,332	40,348	9,978	2,278	399,936	Consumer
Pembiayaan bersama	2,622,580	5,684,299	841,435	211,871	9,360,185	Joint Financing
Kartu Kredit	5,787,020	--	248,115	173,446	6,208,581	Credit Card
Aset lain-lain*)	1,091,087	98,157	159,168	--	1,348,412	Other assets*)
Total	122,419,788	6,547,594	2,891,401	858,632	132,717,415	Total

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

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Kualitas kredit didefinisikan sebagai berikut:

Tingkat tinggi

- a. Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada institusi Pemerintah, transaksi dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.
- b. Kredit yang diberikan, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang jangka waktu kredit; debitur dengan tingkat stabilitas dan keragaman yang tinggi memiliki akses setiap saat untuk memperoleh pendanaan dalam jumlah besar dari pasar terbuka; memiliki kemampuan membayar yang kuat dan rasio-rasio neraca yang konservatif.
- c. Efek-efek yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi yang termasuk dalam *investment grade* dengan *rating* minimal BBB- (Pefindo) atau Baa3 (Moody's).

Tingkat standar

- a. Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada bank lokal yang tidak terdaftar di bursa.
- b. Kredit yang diberikan, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang baik dan tidak pernah menunggak 90 hari atau lebih; memiliki akses terbatas ke pasar modal atau ke pasar keuangan lainnya; tingkat pendapatan dan kinerja keseluruhan tidak stabil; memiliki kemampuan membayar yang cukup.
- c. Efek-efek yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi dengan *rating* antara idBB+ sampai dengan idB (Pefindo) atau Ba1 sampai dengan B2 (Moody's).

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The credit quality are defined as follows:

High grade

- a. Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the Government institution, transaction with reputable banks with low probability of insolvency.
- b. Loans, interest receivables and third party receivables are borrowers with very satisfactory track record of loan repayment and whose accounts did not turn past due during the term of the loan; borrowers with high degree of stability and diversity; has access to raise substantial amounts of funds through public market any time; very strong debt service capability and has conservative balance sheet ratios.
- c. Securities are securities issued by Government, investment grade securities and bonds with a rating of at least BBB- (Pefindo) or Baa3 (Moody's).

Standard grade

- a. Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the local banks not listed in the stock exchange.
- b. Loans, interests receivables and third party receivables are borrowers who have an average track record of loan repayment and whose account did not turn past due for 90 days and over; has limited access to public capital markets or to alternative financial markets; volatility of earnings and overall performance; debt service capability is adequate.
- c. Securities are securities issued by Government, investment grade securities and bonds with a rating between idBB+ to idB (Pefindo) or Ba1 to B2 (Moody's).

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- v. Analisis umur kredit yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

- v. The aging analysis of past due but not impaired loans as of December 31, 2023 and 2022 are as follows:

31 Desember/December 31, 2023					
Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	61 sampai 90 hari/ 61 to 90 days	Jumlah/ Total		
Korporasi	1,382,466	19,627	--	1,402,093	Corporate
Komersial	155,662	14,382	7,373	177,417	Commercial
Usaha Kecil	1,098	1,063	3,338	5,499	Small Enterprises
Konsumsi	4,798	2,435	1,634	8,867	Consumer
Pembiayaan bersama	364,963	244,462	604,823	1,214,248	Joint Financing
Kartu Kredit	212,178	--	--	212,178	Credit Card
Total	2,121,165	281,969	617,168	3,020,302	Total

31 Desember/December 31, 2022					
Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	61 sampai 90 hari/ 61 to 90 days	Jumlah/ Total		
Korporasi	--	--	1,430,600	1,430,600	Corporate
Komersial	73,840	103,657	7,710	185,207	Commercial
Usaha Kecil	3,215	2,900	10,783	16,898	Small Enterprises
Konsumsi	5,542	2,552	1,884	9,978	Consumer
Pembiayaan bersama	277,614	179,453	384,368	841,435	Joint Financing
Kartu Kredit	248,115	--	--	248,115	Credit Card
Total	608,326	288,562	1,835,345	2,732,233	Total

Konsentrasi kredit yang diberikan berdasarkan jenis kredit dan sektor ekonomi diungkapkan pada Catatan 11, sedangkan konsentrasi kredit yang diberikan berdasarkan wilayah geografis diungkapkan pada Catatan 38.

The concentration of loans by type of loans and economic sector is disclosed in Note 11, while the concentration of loans by geographic region is disclosed in Note 38.

Dari tabel konsentrasi risiko kredit berdasarkan jenis debitur, konsentrasi risiko kredit naik terutama pada segmen korporasi dan pembiayaan lainnya, sementara itu konsentrasi kredit pada segmen ritel lainnya seperti kartu kredit, konsumen dan usaha kecil justru mengalami penurunan.

As shown in table credit risk concentration by counterparty, concentration of credit risk is increased specifically in corporate and joint financing, meanwhile risk concentration in other retail segment such as credit card, consumer and small enterprises are decreased.

d. Risiko Pasar

Risiko pasar adalah risiko perubahan harga pasar, seperti tingkat suku bunga, nilai tukar mata uang asing, dan *credit spreads* (tidak berhubungan dengan peringkat kredit pemberi kredit) akan mempengaruhi pendapatan Bank atau nilai instrumen keuangan yang dimiliki. Tujuan pengelolaan risiko pasar adalah untuk mengelola dan mengendalikan eksposur risiko pasar dalam batasan parameter yang dapat diterima dengan mengoptimalkan tingkat pengembalian.

d. Market Risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and credit spreads (not relating to changes in the obligor's/issuer's credit standing) will affect the Bank's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return of risk.

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Dalam pengelolaan risiko, Bank menggunakan kertas kerja internal dan sistem dalam melakukan proses pengawasan pergerakan pasar. Berbagai perangkat dan sistem membuat Bank dapat mengidentifikasi, mengukur dan mengawasi sensitivitas risiko pasar untuk nilai tukar dan suku bunga, baik untuk portofolio *trading book* dan *banking book*, sehingga risiko yang mungkin muncul dapat dimitigasi dan tidak mempengaruhi permodalan Bank secara signifikan.

Pengukuran Risiko Pasar tersebut, meliputi:

1. Pengukuran Risiko Pasar nilai tukar pada *trading book* dan *banking book* melalui perhitungan Posisi Devisa Neto (PDN) dan Pengukuran Risiko Pasar nilai tukar dan suku bunga pada *trading book* dihitung dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) menggunakan Metode Standar secara bulanan;
 2. Pengukuran Risiko Pasar suku bunga pada *banking book* dengan menggunakan Perhitungan IRRBB (*Interest Rate Risk In Banking Book*) yang sesuai dengan SEOJK No.12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *Banking Book* bagi Bank Umum. Risiko Suku Bunga dilihat berdasarkan perspektif yaitu *Economic Value* dan *Earnings* (NII);
 3. Pengukuran dan pelaporan secara periodik ke Regulator dalam pengelolaan risiko pasar yang mengacu kepada SEOJK No.14/SEOJK.03/2017 tentang Penilaian Tingkat Kesehatan Bank (PTKB);
 4. Pengukuran Potensi Keuntungan atau Kerugian (Valuasi) Portofolio Surat Berharga berdasarkan harga pasar sesuai dengan PSAK 68.
- i. Risiko nilai tukar
- Bank memiliki eksposur nilai tukar akibat adanya transaksi dalam mata uang asing dan volatilitas yang melekat pada opsi nilai tukar.

Posisi Devisa Neto (PDN) Bank dihitung berdasarkan Peraturan Bank Indonesia yang berlaku. Sesuai dengan peraturan, Bank harus memenuhi ketentuan PDN keseluruhan (termasuk *Domestic Non Deliverable Forward/DNDF*) dan untuk laporan posisi keuangan setinggi-tingginya 20% dari jumlah modal.

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In the control of risk, the Bank is using internal working papers, tools and systems to monitor market indicator movements. The tools and systems enable the Bank to identify, measure, and monitor sensitivity of market risks on exchange rates and interest rates, both for trading book and banking book portfolios. Hence, risks that might arise can be mitigated and does not significantly affect the Bank's capital.

The Measurement of Market Risk includes:

1. *Measurement of Market Risk on the exchange rate in the trading book and banking book through the calculation of the Net Open Position (NOP) and Measurement of Market Risk Exchange rates and interest rates in the trading book are calculated by calculating the Minimum Capital Requirement (KPMM) using the Standard Method on a monthly basis;*
 2. *Measurement of market interest rate risk in the banking book by using the IRRBB (Interest Rate Risk in Banking Book) calculation in accordance with SEOJK No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement in a Standard Approach to Interest Rate Risk in the Banking Book for Commercial Banks. Interest Rate Risk is seen based on the perspective of Economic Value, and Earnings (NII);*
 3. *Measurement and Reporting periodically to Regulator in market risk management which refer to SEOJK No.14/SEOJK.03/2017 about Risk Based Bank Rating;*
 4. *Measurement Potential Profit or Loss (Valuation) portfolio of securities based on market price accordance with PSAK 68.*
- i. *Foreign exchange risk*
- The Bank is exposed to foreign exchange currency risk through transactions in foreign currencies and implied volatilities on foreign exchange options.*

The Bank's Net Open Position (NOP) was calculated based on Bank Indonesia's prevailing regulations. In accordance with the regulations, the Banks are required to maintain its aggregate and statements of financial position NOP (include Domestic Non Deliverable Forward/DNDF) at the maximum 20% of its capital.

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Posisi Devisa Neto (PDN) Bank dapat dilihat pada Catatan 41.

Bank telah memiliki Aplikasi Manajemen Risiko Pasar untuk mendukung proses Manajemen Risiko Pasar dalam rangka pengelolaan Risiko Pasar.

Proses pengendalian Risiko Pasar melalui penetapan dan kaji ulang limit Risiko Pasar dilakukan secara periodik. Limit-limit tersebut meliputi:

- a. Limit Risiko Pasar pada *trading book*
 - i. Limit Nominal Transaksi
 - ii. Limit Nominal *Open Position*
 - iii. Limit *Counterparty*
- b. Limit Risiko Pasar Nilai Tukar

Limit Posisi Devisa Neto (PDN) termasuk DNDF terhadap modal sebesar 5% untuk *risk appetite* dan 10% untuk *risk tolerance*.

Sensitivitas risiko pasar digunakan untuk menunjukkan seberapa besar modal yang dibutuhkan untuk meng-cover *potential loss* risiko pasar yang mungkin terjadi. Analisis sensitivitas Risiko Pasar yang dilakukan untuk mengukur dan mengawasi nilai tukar dan suku bunga pada portofolio *trading book*. Sensitivitas risiko pasar mencakup:

Excess modal Bank

Perhitungan excess modal Bank dilakukan dengan menghitung modal bank secara total dan mengurangnya dengan 12,50% dari total ATMR (Kredit + Pasar + Operasional). Excess modal ini yang kemudian dibagi terhadap masing-masing risiko pasar nilai tukar dan suku bunga untuk melihat berapa besar kemampuan *coverage* modal Bank (diluar *regulatory requirement*) apabila terjadi kerugian sebesar risiko yang telah dihitung.

Tabel dibawah ini menunjukkan excess modal Bank (tidak diaudit):

	Total Modal/ Total Capital	12,50%*Total ATMR/ 12.50%*Total RWA	Excess Modal/ Excess Capital
2023 - Desember	21,629,212	10,332,641	11,296,571

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The Bank's Net Open Position (NOP) can be seen in Note 41.

The Bank has Market Risk Management Application to support the implementation of Market Risk Management process in order to manage market risk.

Market Risk limit as a part of risk controlling process is set and reviewed periodically. The Market Risk limits are as follows:

- a. Market Risk limits on trading book
 - i. Transaction Nominal Limit
 - ii. Open Position Nominal Limit
 - iii. Counterparty Limit
- b. The Market Risk limits for exchange rate:

Net Open Position (PDN) include DNDF Limit on capital of 5% for risk appetite and 10% for risk tolerance.

Sensitivity of market risk is used to indicate how much capital needed to cover the potential loss of market risk that may occur. It is done to measure and monitor exchange rate and interest rate on trading book portfolio. It consists of:

The Bank's excess capital

The calculation of the Bank's excess capital is conducted by calculating the Bank's total capital and reduce with 12.50% of the total risk weighted assets (RWA) (Credit + Market + Operational). This excess capital is then divided by the respective market exchange risk and interest rate risk to measure the Bank's capital-coverage-ability(exclude regulatory requirement) in the event of loss of the amount to the risk that has been calculated.

The table below shows the Bank's excess capital (unaudited):

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Sensitivitas Risiko Pasar Nilai Tukar

Sensitivitas risiko nilai tukar dihitung dengan menggunakan rasio excess modal Bank terhadap risiko nilai tukar melalui PDN Bank.

Tabel dibawah ini menunjukkan sensitivitas risiko pasar nilai tukar Bank (tidak diaudit):

	Excess Modal/ Excess Capital	PDN/ NOP	Sensitivitas Risiko Nilai Tukar/ Sensitivity of Market Risk in Exchange Rate	
2023 - Desember	11,296,571	161,471	12,918	2023 - December

Simulasi penguatan dan pelemahan nilai tukar USD/IDR sebesar 100bps pada posisi 31 Desember 2023 adalah sebagai berikut (tidak diaudit):

Sensitivity of Market Risk in Interest Rate
 Sensitivity of exchange rate risk is calculated using the Bank's excess capital ratio against exchange rate risk through NOP Bank.

The table below shows the Bank's sensitivity of market risk in exchange rate (unaudited):

The simulation of strengthening and weakening USD/IDR exchange rate by 100bps at December 31, 2023 is as follows (unaudited):

	Periode Akhir Bulan Desember 2023/ End of December 2023 Period			
	Kurs USD/IDR			
Total PDN	15,397	15397 + 100bps	15397 - 100bps	Total NOP
Rupiah Indonesia IDR	161,471	162,519	160,422	IDR Indonesia Rupiah

ii. Risiko Tingkat Suku Bunga

Risiko suku bunga adalah risiko yang timbul pada posisi keuangan (neraca dan rekening administratif) akibat dari perubahan suku bunga. Risiko suku bunga ini meliputi *repricing risk* (*repricing mismatch* antara komponen aset dan liabilitas), *basis risk* (penggunaan suku bunga acuan yang berbeda), *yield curve risk* (perubahan bentuk dan *slope yield curve*) dan *option risk* (pelunasan kredit atau pencairan deposito sebelum jatuh waktu).

Sensitivitas risiko suku bunga pada *trading book* yang dihitung dengan menggunakan rasio excess modal Bank terhadap risiko suku bunga (umum dan spesifik).

ii. Interest Rate Risk

Interest rate risk is the risk that arises in financial position (balance sheet and administrative account) as a result of changes in interest rates. This interest rate risk includes repricing risk (repricing mismatch between asset and liability components), basis risk (use of different reference interest rates), yield curve risk (changes in shape and slope yield curve) and option risk (repayment of credit or disbursement of deposits before due date).

Sensitivity of interest rate risk in trading book is calculated using the Bank's excess capital ratio against interest rate risk (general and specific).

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Tabel di bawah ini menunjukkan sensitivitas risiko pasar suku bunga Bank: (tidak diaudit)

The table below shows the Bank's sensitivity of market risk in interest rate: (unaudited)

Periode Akhir Bulan Desember 2023/ End of Month December 2023 Period			Sensitivitas Risiko Suku Bunga/ Sensitivity of Market Risk in Interest Rate	
	Excess Modal/ Excess Capital	Risiko Suku Bunga/ Interest Rate Risk		
2023 - Desember	11,296,571	94,437	120	2023 - December

Sensitivitas risiko suku bunga pada *banking book* menggunakan pendekatan IRRBB (*Interest Rate Risk in Banking Book*) yang mengacu kepada SEOJK No.12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *Banking Book* bagi Bank Umum.

Sensitivity of interest rate risk in banking book using IRRBB approach (Interest Rate Risk in Banking Book) which refers to SEOJK No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach to Interest Rate Risk in the Banking Book for Commercial Banks .

Berdasarkan regulasi OJK tersebut, Bank menerapkan 6 (enam) jenis skenario *shock* suku bunga untuk perhitungan kerugian maksimum dari Nilai Ekonomi dari Ekuitas (*Economic Value of Equity* atau EVE) terhadap modal *Tier-1* pada IRRBB, yaitu *Parallel Up*, *Parallel Down*, *Steeper*, *Flattener*, *Short Rates Up*, dan *Short Rates Down*. Sedangkan untuk perhitungan kerugian maksimum Pendapatan Bunga Neto (*Net Interest Income* atau NII) terhadap target laba pada IRRBB menggunakan 2 (dua) skenario *shock*, yaitu *Parallel Up* dan *Parallel Down*. Pada masing-masing perhitungan, baik Δ EVE terhadap modal *Tier-1* maupun Δ NII terhadap target laba, skenario yang digunakan sebagai nilai kerugian maksimum adalah skenario yang memberikan nilai kerugian tertinggi. Eksposur IRRBB berdasarkan Δ NII terhadap Target Laba 16,56% untuk posisi 31 Desember 2023. Tingkat rasio Δ NII tersebut berada didalam *threshold* Bank 15%-20% dari Target Laba atau berada pada peringkat risiko *Low to Moderate*. Sedangkan eksposur IRRBB berdasarkan Δ EVE terhadap Modal 21,69% untuk posisi 31 Desember 2023. Tingkat rasio Δ EVE tersebut berada pada *threshold* Bank >20% dari modal *Tier-1* atau berada pada peringkat risiko *High*, yang menunjukkan bahwa struktur aset dan liabilitas Bank sensitif terhadap perubahan suku bunga pasar.

Based on the OJK regulations, the Bank applies 6 (six) types of interest rate shock scenarios to calculate maximum loss from Economic Values of Equity (EVE) to capital Tier-1 on IRRBB, namely Parallel Up, Parallel Down, Steeper, Flattener, Short Rates Up, and Short Rates Down. As for the calculation maximum loss of Net Interest Income (NII) to projection income on IRRBB uses 2 (two) shock scenarios, namely Parallel Up and Parallel Down. In each calculation, both changes in Δ EVE to capital Tier-1 as well as Δ NII to projection income, the scenario used as the maximum loss value is the scenario that provides the highest loss. The IRRBB exposure based on Δ NII to projection income is at 16,56% on December 31, 2023. The level of the Δ NII ratio within the Bank's threshold of 15%-20% of the Projection Income or is at a Low to Moderate risk rating. Meanwhile, IRRBB exposure based on Δ EVE to Capital is 21,69% for the position of December 31, 2023. The level of the Δ EVE ratio is at the Bank's threshold >20% of Tier-1 capital or is at a High risk rating, which indicates that the structure of assets and liabilities Banks are sensitive to changes in market interest rates.

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Tabel berikut ini menyajikan portofolio *banking book* pada nilai tercatatnya (sebelum cadangan kerugian penurunan nilai), yang dikategorikan berdasarkan mana yang lebih awal antara tanggal *repricing* atau tanggal jatuh tempo kontraktual:

The table below summarizes the banking book portfolios at their carrying amounts (before allowance for impairment losses), categorized by the earlier of contractual repricing or maturity dates:

31 Desember/December 31, 2023							
	Instrumen bunga variabel/ Floating rate instruments			Instrumen bunga tetap/ Fixed rate instruments			
	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	1-2 tahun/ 1-2 years	Lebih dari 2 tahun/ More than 2 years	
Jumlah/ Total							
Penempatan pada Bank Indonesia dan bank lain	3,356,000	--	--	3,356,000	--	--	Placements with Bank Indonesia and other banks
Efek-efek	35,467,877	--	--	13,538	4,984,386	1,461,049	Securities
Efek-efek yang dibeli dengan janji dijual kembali	7,215,441	--	--	7,215,441	--	--	Securities purchased under agreement to resell
Kredit yang diberikan	66,292,896	1,186,436	52,096,197	442,429	1,748,822	3,843,449	Loans
Aset lain-lain	492,276	--	--	285,646	--	--	Other assets
Total	112,824,490	1,186,436	52,096,197	11,313,054	6,733,208	5,304,498	Total
Simpanan dari nasabah	(89,435,750)	(25,787,966)	--	(60,049,173)	(3,598,611)	--	Deposits from customers
Simpanan dari bank lain	(3,872,596)	(319,204)	--	(3,548,892)	(4,500)	--	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	(12,573,231)	--	--	(12,573,231)	--	--	Securities sold under repurchased agreement
Pinjaman yang diterima	(2,909,228)	--	--	(1,154,775)	(1,754,453)	--	Fund borrowings
Obligasi subordinasi	(50,000)	--	--	--	--	(50,000)	Subordinated bonds
Total	(108,840,805)	(26,107,170)	--	(77,326,071)	(5,357,564)	(50,000)	Total
Neto	3,983,685	(24,920,734)	52,096,197	(66,013,017)	1,375,644	5,254,498	Net

31 Desember/December 31, 2022							
	Instrumen bunga variabel/ Floating rate instruments			Instrumen bunga tetap/ Fixed rate instruments			
	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	1-2 tahun/ 1-2 years	Lebih dari 2 tahun/ More than 2 years	
Jumlah/ Total							
Penempatan pada Bank Indonesia dan bank lain	9,164,176	--	--	9,164,176	--	--	Placements with Bank Indonesia and other banks
Efek-efek	37,657,924	--	--	203,213	2,830,881	60,622	Securities
Efek-efek yang dibeli dengan janji dijual kembali	3,254,705	3,254,705	--	--	--	--	Securities purchased under agreement to resell
Kredit yang diberikan	70,289,357	6,188,070	332,692	249,854	1,509,186	3,519,412	Loans
Aset lain-lain	165,450	--	--	54,450	111,000	--	Other assets
Total	120,531,612	9,442,775	332,692	9,671,693	4,451,067	3,580,034	Total
Simpanan dari nasabah	(102,949,667)	(27,550,403)	--	(71,627,820)	(3,771,444)	--	Deposits from customers
Simpanan dari bank lain	(1,546,696)	(691,102)	--	(852,094)	(3,500)	--	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	(13,263,387)	--	--	(2,806,550)	(10,456,837)	--	Securities sold under repurchased agreement
Pinjaman yang diterima	(1,856,213)	--	--	(856,213)	--	(1,000,000)	Fund borrowings
Obligasi subordinasi	(50,000)	--	--	--	--	(50,000)	Subordinated bonds
Total	(119,665,963)	(28,241,505)	--	(76,142,677)	(14,231,781)	(1,000,000)	Total
Neto	865,649	(18,798,730)	332,692	(66,470,984)	(9,780,714)	2,580,034	Net

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Tabel dibawah merupakan ikhtisar dari rata-rata suku bunga efektif untuk setiap instrumen keuangan:

The table below summarize the weighted average effective interest rates for each financial instrument:

	2023	2022	
Aset			Assets
<u>Rupiah</u>			<u>Rupiah</u>
Penempatan pada Bank			Placement with Bank
Indonesia dan bank lain	5.38%	2.95%	Indonesia and other banks
Efek-efek			Securities
Obligasi Pemerintah	6.31%	5.87%	Government bonds
Obligasi korporasi	7.76%	7.59%	Corporate bonds
Kredit yang diberikan			Loans
Kredit Usaha Kecil	19.04%	18.35%	Small Enterprises loans
Kartu kredit	14.42%	14.87%	Credit card
Kredit lainnya	10.59%	10.05%	Other loans
<u>Mata uang asing</u>			<u>Foreign currencies</u>
Penempatan pada Bank			Placement with Bank
Indonesia dan bank lain	4.93%	1.59%	Indonesia and other banks
Efek-efek			Securities
Obligasi Pemerintah	3.70%	3.49%	Government bonds
Kredit yang diberikan	11.08%	7.97%	Loans
Liabilitas			Liabilities
<u>Rupiah</u>			<u>Rupiah</u>
Simpanan dari nasabah			Deposits from customers
Giro	3.04%	1.69%	Current accounts
Tabungan	1.33%	1.15%	Saving deposits
Deposito berjangka	5.26%	3.63%	Time deposits
Simpanan dari bank lain			Deposits from other banks
Call money	5.92%	-	Interbank call money
Giro	4.79%	3.30%	Current accounts
Tabungan	1.20%	1.62%	Saving deposits
Deposito berjangka	4.92%	3.26%	Time deposits
<u>Mata uang asing</u>			<u>Foreign currencies</u>
Simpanan dari nasabah			Deposits from customers
Giro	2.51%	0.70%	Current account
Tabungan	0.19%	0.08%	Saving deposits
Deposito berjangka	3.77%	1.27%	Time deposits
Simpanan dari bank lain			Deposits from other banks
Call money	5.23%	1.39%	Call money

Bank melakukan pengukuran dan pelaporan risiko pasar secara periodik ke Regulator dalam mengelola risiko pasar yang mengacu kepada SEOJK No.14/SEOJK.03/2017 tentang Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/ RBBR*) yang terdiri dari 2 bagian, yaitu:

1. Risiko Inheren
 - a. Volume dan Komposisi Portofolio
 - b. Kerugian Potensial Risiko Suku Bunga dalam *Banking Book* (IRRBB)
 - c. Strategi dan Kebijakan Bisnis
 - Strategi *Trading*
 - Strategi Bisnis terkait Suku Bunga pada *banking book*

The Bank conduct measurement and reporting periodically to Regulator in managing market risk based on SEOJK No.14/SEOJK.03/2017 about the market risk parameters in Bank Soundness Assessment (BSA) using risk approach (*Risk-based Bank Rating/RBBR*), consisting of 2 parts:

1. Inherent Risk
 - a. Volume and Composition Portfolio
 - b. Potential loss Interest Rate Risk in *Banking Book* - IRRBB)
 - c. Strategies and Business Policies
 - Trading Strategies
 - Business strategies on Interest Rate in *Banking Book*

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2. Kualitas Penerapan Manajemen Risiko
 - a. Tata kelola risiko
 - b. Kerangka manajemen risiko
 - c. Proses manajemen risiko, sistem informasi dan sumber daya manusia
 - d. Sistem pengendalian risiko

e. Risiko Likuiditas

Risiko likuiditas adalah risiko yang disebabkan oleh ketidakmampuan Bank dalam memenuhi kewajiban yang telah jatuh tempo dan menutup posisi di pasar. Risiko likuiditas merupakan risiko yang terpenting pada bank umum dan perlu dikelola secara berkesinambungan.

Selain itu, pengelolaan aset dan liabilitas Bank dilakukan melalui rapat ALCO yang dilaksanakan setiap 1 (satu) bulan sekali. Pembahasan difokuskan pada penyelarasan strategi jangka pendek dan jangka panjang Bank dengan kondisi perekonomian nasional, terutama penyesuaian kondisi likuiditas Bank.

Bank juga menyusun kebijakan pengelolaan risiko likuiditas yang memaparkan tanggung jawab, pengelolaan dan pendekatan strategis yang diambil untuk menjamin ketersediaan likuiditas yang cukup untuk memenuhi kewajiban bank secara kontraktual maupun yang disyaratkan oleh regulator.

Selain itu, dengan telah dikeluarkannya Peraturan Otoritas Jasa Keuangan No. 42/POJK.03/2015 tanggal 23 Desember 2015 tentang Kewajiban Pemenuhan Rasio Kecukupan Likuiditas (*Liquidity Coverage Ratio*) Bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan No.32/POJK.03/2016 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No.6/POJK.03/2015 tentang Transparansi dan Publikasi Laporan Bank. Bank telah menyampaikan laporan LCR individual secara bulanan ke Otoritas Jasa Keuangan dan mempublikasikan laporan LCR triwulanan individual pada situs web Bank. LCR Bank (individual) selalu terjaga di atas batas minimum rasio LCR sebesar 100%. Berdasarkan perhitungan, LCR rata-rata harian pada posisi 31 Desember 2023 sebesar 145,78% dan LCR triwulanan posisi 31 Desember 2023 sebesar 153,58%.

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2. Risk Management Quality
 - a. Risk governance
 - b. Risk management framework
 - c. Risk management process, information systems and human resources
 - d. Risk control system

e. Liquidity Risk

Liquidity risk is the risk caused by the Bank's inability to meet its obligation associated with financial liabilities at due date and cover position created from market. Liquidity risk is the most important risk for commercial bank and as such needs to be managed on an on-going basis.

Moreover, monitoring over the Bank's assets and liabilities is addressed through ALCO meeting held once in every month. The meeting focuses on aligning short-term and long-term strategy of the Bank with national economic conditions, especially the adjustments to the Bank's liquidity conditions.

The Bank's also developed liquidity management policy defines the responsibilities, management and strategic approach to be taken to ensure that sufficient liquidity is maintained to meet the Bank's contractual or regulatory obligations.

Furthermore, with the issuance of Regulation of the Financial Services Authority No.42/POJK.03/2015 dated December 23, 2015 concerning the Obligation of Liquidity Coverage Ratio for Commercial Banks and the Regulation of the Financial Services Authority No.32/POJK.03/2016 concerning Amendment to the Rules of the Financial Services Authority No.6/POJK.03/ 2015 on Transparency and Publication of Bank Reports. The Bank has submitted LCR (individual) reports on a monthly basis to the Financial Services Authority and publishes quarterly LCR reports (individual) on the Bank's website. Based on the calculation, the Bank's LCR (individually) shall always be maintained above the minimum LCR ratio that is 100%. Based on the calculation, the average daily LCR at December 31, 2023 amounted to 145,78%, respectively and quarterly LCR at December 31, 2023 amounted to 153.58%.

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Terkait dengan POJK Nomor 50/POJK.03/2017 tentang Kewajiban Pemenuhan Rasio Pendanaan Stabil Bersih (*Net Stable Funding Ratio*) Bagi Bank Umum, Bank menyampaikan laporan NSFR secara triwulanan (individual) ke Otoritas Jasa Keuangan dan mempublikasikan laporan NSFR triwulanan (individual) pada situs web Bank. Berdasarkan perhitungan, NSFR Bank pada tanggal 31 Desember 2023 sebesar 116,30%, berada diatas minimum NSFR yaitu 100%.

Eksposur terhadap risiko likuiditas

Bank bergantung pada simpanan dari nasabah dan simpanan dari bank lain sebagai sumber pendanaan utama yang memiliki masa jatuh tempo yang pendek dan sebagian besar dapat ditarik sewaktu-waktu. Pendanaan dengan jangka waktu yang pendek tersebut meningkatkan risiko likuiditas Bank, oleh karena itu, Bank secara aktif mengelola risiko tersebut dengan memberikan tingkat suku bunga yang bersaing dan secara terus-menerus memantau pergerakan pasar.

Adapun pemantauan risiko likuiditas tersebut antara lain: Pemantauan Giro Wajib Minimum (GWM), *Liquidity Coverage Ratio* (LCR), *Net Stable Funding Ratio* (NSFR), Aset Likuid terhadap *Non Core Deposit* (AL/NCD), Aset Likuid terhadap Dana Pihak Ketiga (AL/DPK), Rasio Intermediasi Makroprudensial (RIM), Proyeksi Arus Kas (*cashflow*), dan *Contingency Funding Plan* (CFP). Pemantauan rasio tersebut dilaporkan secara rutin kepada pihak manajemen dan regulator.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Bank Indonesia mengenai pengelolaan risiko likuiditas mengacu kepada parameter risiko likuiditas dalam Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 bagian, yaitu:

1. Risiko Inheren
 - a. Komposisi dari aset, liabilitas, dan transaksi rekening administratif.
 - b. Konsentrasi dari aset dan liabilitas.
 - c. Kerentanan pada kebutuhan pendanaan.
 - d. Akses pada sumber-sumber pendanaan.

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Related with the regulation of the Financial Services Authority No.50/POJK.03/2017 concerning the Obligation of Net Stable Funding Ratio for Commercial Banks, the Bank has submitted NSFR report on quarterly (individual) to Financial Services Authority and published NSFR report to Bank's website. Based on the calculation, the Bank's NSFR (individually) as of December 31, 2023 amounted to 116.30%, respectively which is above the minimum NSFR that is 100%.

Exposure to liquidity risk

The Bank relies on deposits from customers and deposits from other banks as its primary sources of funding which generally have shorter maturities and a large proportion of them are repayable on demand. The short-term nature of these deposits increases the Bank's liquidity risk, therefore, the Bank actively manages this risk through maintaining competitive pricing and constant monitoring of market trends.

The monitoring of liquidity risk includes: Monitoring of Statutory Reserves (GWM), Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), Liquid Assets to Non Core Deposits (AL/NCD), Liquid Assets to Third Party Funds (AL/DPK), Macroprudential Intermediation Ratio (RIM), Cash Flow Projection, and Contingency Funding Plan (CFP). Monitoring of this ratio is reported regularly to management and regulators.

The Bank also conducts measurement and reporting to the Bank Indonesia periodically on liquidity risk management based on liquidity risk parameters Bank Soundness Assessment (BSA) using risk approach (Risk-based Bank Ratings/RBBR) which consists of 2 parts:

1. *Inherent Risk*
 - a. *Composition of assets, liabilities, and administrative account transactions.*
 - b. *Concentration of assets and liabilities.*
 - c. *Vulnerability of funding needs.*
 - d. *Access to funding resources.*

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2. Kualitas Penerapan Manajemen Risiko
 - a. Tata kelola risiko likuiditas.
 - b. Kerangka manajemen risiko likuiditas.
 - c. Proses manajemen risiko likuiditas, sistem informasi dan sumber daya manusia.
 - d. Sistem pengendalian risiko likuiditas.

Selain itu, Bank juga melakukan pengukuran dan mengelola Risiko Likuiditas seperti rasio aset likuid terhadap total simpanan dari nasabah. Pada akhir tahun 2023 dan 2022, rasio dari aset likuid dibandingkan dengan total simpanan dari nasabah yang dilaporkan masing-masing adalah sebesar 50,58% dan 55,51%.

2. Risk Management Quality
 - a. Liquidity Risk governance.
 - b. Liquidity Risk management framework.
 - c. Liquidity Risk management process, information systems and human resources.
 - d. Liquidity Risk control system.

Furthermore, the Bank's also measure and managing liquidity risk such as the ratio of liquid assets to total funding from customers. As of the end of 2023 and 2022, the reported ratio of liquid assets to total funding from customers were 50.58% and 55.51%.

	2023	2022	
Kas dan setara kas	11,679,531	19,516,551	Cash and cash equivalents
Efek-efek investasi selain yang diklasifikasikan sebagai kas dan setara kas	37,426,300	39,177,941	Securities, excluding items classified as cash and cash equivalents
Simpanan dari bank lain	(3,872,596)	(1,546,696)	Deposits from other banks
	<u>45,233,235</u>	<u>57,147,796</u>	
Simpanan dari nasabah	<u>89,435,750</u>	<u>102,949,667</u>	Deposits from customers
Rasio aset likuid terhadap simpanan dari nasabah	<u>50.58%</u>	<u>55.51%</u>	Ratio of liquid assets to deposits from customers

Analisis perbedaan jatuh tempo aset dan liabilitas keuangan

Tabel di bawah ini menyajikan analisis jatuh tempo nilai tercatat dari aset keuangan (sebelum pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai) dan liabilitas keuangan Bank pada tanggal 31 Desember 2023 dan 2022, berdasarkan jangka waktu yang tersisa sampai tanggal jatuh tempo kontraktual:

Maturity gap analysis of financial assets and liabilities

The table below shows an analysis of maturities of the carrying amount of financial assets (before unearned interest income and allowance for impairment losses) and financial liabilities of the Bank as of December 31, 2023 and 2022, based on remaining term to contractual maturity:

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	Nilai tercatat/ Carrying Value	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ Less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months		
ASET								ASSETS	
Kas	855,222	855,222	--	--	--	--	--	Cash	
Giro pada								Current accounts with	
Bank Indonesia	6,822,433	6,822,433	--	--	--	--	--	Bank Indonesia	
Giro pada								Current accounts with	
bank lain	645,876	645,876	--	--	--	--	--	other banks	
Penempatan pada								Placements with	
Bank Indonesia								Bank Indonesia	
dan bank lain	3,356,000	--	2,449,657	--	906,343	--	--	and other banks	
Efek-efek	37,624,588	--	--	13,538	4,985,039	2,400,487	30,225,524	Securities	
Efek-efek yang dibeli								Securities purchased under	
dengan janji dijual kembali	7,215,441	--	7,215,441	--	--	--	--	resell agreement	
Tagihan derivatif	20,974	--	--	--	--	--	--	Derivative receivables	
Kredit yang diberikan - bruto	66,304,719	--	6,798,668	771,209	6,512,167	35,677,360	16,545,315	Loans - gross	
Aset lain-lain *)	1,525,993	20,885	1,298,478	--	--	206,630	--	Other assets *)	
Total	124,371,246	8,344,416	17,783,218	784,747	12,403,549	38,284,477	46,770,839	Total	
Liabilitas segera	(296,179)	--	(296,179)	--	--	--	--	Obligations due immediately	
Simpanan dari nasabah	(89,435,750)	(25,474,093)	(46,052,618)	(14,033,421)	(3,673,412)	(187,525)	(14,681)	Deposits from customers	
Simpanan dari bank lain	(3,872,596)	(319,204)	(3,528,392)	(20,500)	(4,500)	--	--	Deposits from other banks	
Liabilitas derivatif	(18,931)	--	(18,931)	--	--	--	--	Derivative payable	
Efek-efek yang dijual								Securities sold under	
dengan janji dibeli kembali	(12,573,231)	--	(12,573,231)	--	--	--	--	repurchased agreements	
Pinjaman yang diterima	(2,909,228)	--	(461,910)	(692,865)	(1,754,453)	--	--	Fund borrowings	
Obligasi subordinasi	(50,000)	--	--	--	--	(50,000)	--	Subordinated bonds	
Beban yang masih harus dibayar dan liabilitas lain-lain**)	(427,497)	--	(427,497)	--	--	--	--	Accrued expenses and other liabilities**)	
Total	(109,583,412)	(25,793,297)	(63,358,758)	(14,746,786)	(5,432,365)	(237,525)	(14,681)	Total	
Neto	14,787,834	(17,448,881)	(45,575,540)	(13,962,039)	6,971,184	38,046,952	46,756,158	Net	

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
 Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

**) Termasuk di dalam biaya yang masih harus dibayar dan liabilitas lain-lain merupakan bunga yang masih harus dibayar, setoran jaminan, liabilitas sewa, dan kewajiban pembelian surat berharga/
 Included in accrued expenses and other liabilities are accrued interest payables, guarantee deposits, lease liabilities, and liabilities to purchase of marketable securities

31 Desember/December 31, 2022									
	Nilai tercatat/ Carrying Value	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ Less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months		
ASET								ASSETS	
Kas	901,616	901,616	--	--	--	--	--	Cash	
Giro pada								Current accounts with	
Bank Indonesia	8,691,986	8,691,986	--	--	--	--	--	Bank Indonesia	
Giro pada								Current accounts with	
bank lain	758,773	758,773	--	--	--	--	--	other banks	
Penempatan pada								Placements with	
Bank Indonesia								Bank Indonesia	
dan bank lain	9,164,176	--	9,164,176	--	--	--	--	and other banks	
Efek-efek	39,177,941	--	--	203,213	2,841,217	2,976,917	33,156,594	Securities	
Efek-efek yang dibeli								Securities purchased under	
dengan janji dijual kembali	3,254,705	--	3,254,705	--	--	--	--	resell agreement	
Tagihan derivatif	10,119	--	--	--	--	--	--	Derivative receivables	
Kredit yang diberikan - bruto	70,311,303	--	6,646,718	921,135	5,005,189	33,086,770	24,651,491	Loans - gross	
Tagihan akseptasi	53,031	--	--	37,129	15,902	--	--	Acceptance receivable	
Aset lain-lain *)	1,348,412	21,666	1,215,746	--	111,000	--	--	Other assets *)	
Total	133,672,062	10,374,041	20,291,464	1,161,477	7,973,308	36,063,687	57,808,085	Total	
Liabilitas segera	(245,593)	--	(245,593)	--	--	--	--	Obligations due immediately	
Simpanan dari nasabah	(102,949,667)	(27,165,111)	(56,230,623)	(15,447,397)	(3,876,342)	(215,407)	(14,787)	Deposits from customers	
Simpanan dari bank lain	(1,546,696)	(691,102)	(837,594)	(14,500)	(3,500)	--	--	Deposits from other banks	
Liabilitas derivatif	(66,818)	--	(66,818)	--	--	--	--	Derivative payable	
Liabilitas akseptasi	(53,031)	--	--	(37,129)	(15,902)	--	--	Acceptance payable	
Efek-efek yang dijual								Securities sold under	
dengan janji dibeli kembali	(13,263,387)	--	(2,806,550)	--	(10,456,857)	--	--	repurchased agreements	
Pinjaman yang diterima	(1,856,213)	--	(856,213)	--	--	(1,000,000)	--	Fund borrowings	
Obligasi subordinasi	(50,000)	--	--	--	--	(50,000)	--	Subordinated bonds	
Beban yang masih harus dibayar dan liabilitas lain-lain**)	(422,597)	--	(422,597)	--	--	--	--	Accrued expenses and other liabilities**)	
Total	(120,454,002)	(27,856,213)	(61,465,988)	(15,499,026)	(14,352,601)	(1,265,407)	(14,787)	Total	
Neto	13,218,060	(17,482,172)	(41,174,524)	(14,337,549)	(6,379,293)	34,798,280	57,793,298	Net	

*) Termasuk di dalam aset lain-lain merupakan bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga, dan aset yang diblokir/
 Included in other assets are accrued interest receivables, guarantee deposits, lease receivables, receivables from sales of marketable securities, and restricted assets

**) Termasuk di dalam biaya yang masih harus dibayar dan liabilitas lain-lain merupakan bunga yang masih harus dibayar, setoran jaminan, liabilitas sewa, dan kewajiban pembelian surat berharga/
 Included in accrued expenses and other liabilities are accrued interest payables, guarantee deposits, lease liabilities, and liabilities to purchase of marketable securities

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Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada *undiscounted cash flows* (tidak diaudit).

The table below shows the remaining contractual maturities of financial liabilities based on *undiscounted cash flows* (unaudited).

31 Desember/December 31, 2023							
	Jumlah/ Total	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months
LIABILITAS							LIABILITIES
Liabilitas segera	296,179	--	296,179	--	--	--	Obligations due immediately
Simpanan dari nasabah	89,969,700	25,474,093	46,359,775	14,171,274	3,762,352	187,525	Deposits from customers
Simpanan dari bank lain	3,876,629	319,204	3,532,185	20,640	4,600	--	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	12,573,231	--	12,573,231	--	--	--	Securities sold under repurchased agreements
Liabilitas derivatif	18,931	--	18,931	--	--	--	Derivatives payable
Utang akseptasi	--	--	--	--	--	--	Acceptance payable
Pinjaman yang diterima	2,916,491	--	469,173	692,865	1,754,453	--	Fund borrowings
Obligasi subordinasi	50,416	--	416	--	--	50,000	Subordinated bonds
Beban yang masih harus dibayar dan liabilitas lain-lain**)	108,868	--	108,868	--	--	--	Accrued expenses and other liabilities**)
Total	109,810,445	25,793,297	63,358,758	14,884,779	5,521,405	237,525	14,681

**) Termasuk di dalam biaya yang masih harus dibayar dan liabilitas lain-lain merupakan bsetoran jaminan dan kewajiban pembelian surat berharga/
 Included in accrued expenses and other liabilities are guarantee deposits and liabilities to purchase of marketable securities

31 Desember/December 31, 2022							
	Jumlah/ Total	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months
LIABILITAS							LIABILITIES
Liabilitas segera	245,593	--	245,593	--	--	--	Obligations due immediately
Simpanan dari nasabah	103,485,566	27,165,111	56,536,999	15,582,775	3,970,487	215,407	Deposits from customers
Simpanan dari bank lain	1,550,020	691,102	840,778	14,583	3,557	--	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	13,263,387	--	2,806,549	--	10,456,838	--	Securities sold under repurchased agreements
Liabilitas derivatif	66,818	--	66,818	--	--	--	Derivatives payable
Utang akseptasi	53,031	--	--	37,129	15,902	--	Acceptance payable
Pinjaman yang diterima	1,864,233	--	864,233	--	--	1,000,000	Fund borrowings
Obligasi subordinasi	50,416	--	416	--	--	50,000	Subordinated bonds
Beban yang masih harus dibayar dan liabilitas lain-lain**)	104,600	--	104,600	--	--	--	Accrued expenses and other liabilities**)
Total	120,683,664	27,856,213	61,465,986	15,634,487	14,446,784	1,265,407	14,787

**) Termasuk di dalam biaya yang masih harus dibayar dan liabilitas lain-lain merupakan bsetoran jaminan dan kewajiban pembelian surat berharga/
 Included in accrued expenses and other liabilities are guarantee deposits and liabilities to purchase of marketable securities

f. Risiko Operasional

Bank senantiasa menyempurnakan implementasi manajemen risiko operasional dengan meningkatkan kesadaran para pegawai terhadap risiko serta menyempurnakan kebijakan dan prosedur untuk operasional bank. Berbagai upaya ini ditujukan untuk memitigasi risiko inheren dan terus meningkatkan sistem pengendalian khususnya terhadap risiko operasional. Bank terus-menerus meningkatkan kesadaran risiko seluruh pegawainya melalui berbagai media termasuk *e-campaign*, buletin dan sosialisasi secara langsung.

f. Operational Risk

The Bank constantly improves its operational risk management implementation by increasing employee's risk awareness and improving the policies and procedures for banking operations. These efforts are aimed to mitigate inherent risk as well as to improve control system particularly for the Bank's operational risks. Bank continuously increases risk awareness of its employees through various media including *e-campaign*, bulletins, and direct socialization.

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Bank telah memiliki aplikasi *Operational risk Web Links (OWL)* pada menu *Operational Risk Online Test (OPRIST)* untuk menyelenggarakan tes *online* kepada pegawai kantor cabang serta sebagian pegawai kantor pusat. Tujuannya adalah untuk mengukur penguasaan dan pemahaman terhadap Kebijakan dan Prosedur serta Pengetahuan Produk. Pelaksanaan OPRIST dilakukan secara rutin.

OPRIST dapat dilakukan secara tematik, yakni materi tes difokuskan ke proses-proses operasional di kantor cabang, kantor regional, dan kantor pusat yang dianggap berisiko tinggi. Selain itu, Bank juga telah menyelenggarakan *e-learning* dengan modul *Operational Risk Management* sejak tahun 2018. *E-learning Operational Risk Management* tersebut diikuti ditujukan kepada oleh seluruh pegawai Bank.

Selain Menu OPRIST, pada aplikasi OWL juga terdapat menu *dashboard* untuk melakukan *monitoring* GL Kerugian Operasional Bank, dimana Bank Melakukan *Monitoring* dan analisis seluruh GL Kerugian Operasional setiap bulannya untuk memastikan pembukuan Kerugian Operasional yang dilakukan oleh Satuan Kerja telah sesuai dengan peruntukannya, membangun data Kerugian Operasional sebagai pendukung perhitungan ATMR Risiko Operasional dengan metode Pendekatan Standar yang diterapkan berdasarkan Surat Edaran OJK dan memberikan gambaran kepada Satuan Kerja terhadap Kerugian Operasional yang terjadi, untuk menjadi *lesson learned*.

Bank telah memiliki Kebijakan *Business Continuity Management (BCM)* yang secara komprehensif menangani berbagai gangguan/bencana akibat perbuatan manusia, sosial dan/atau alam, misalkan kebakaran, gempa bumi, banjir, demonstrasi, dan lain-lain. Kebijakan ini disusun untuk menjamin kegiatan operasional bisnis dan sumber daya kritikal Bank tetap dapat berfungsi walaupun terjadi gangguan/bencana atau membangun resiliensi (ketahanan) dan kemampuan untuk memberi respon secara efektif terhadap suatu kondisi bencana guna melindungi kepentingan para *stakeholders*, reputasi dan nama baik Bank.

Di dalam komponen BCM, Bank menyusun *Continuity Plan* guna memastikan kelangsungan operasional perusahaan dalam menghadapi krisis. Pada dasarnya *Continuity Plan* ini dirancang sebagai posisi pencegahan

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The Bank has an application called *Operational risk Web Links (OWL)* for menu called *Risk Online Test (OPRIST)*, to provide online test for branch's employees and also some of Head Office employees. Its purpose is to measure the employees' mastery and understanding towards the policy and procedure, and product knowledge. Bank regularly holds OPRIST.

OPRIST could be carried out thematically, i.e. the exam materials are focused on high-risk operational processes in the branches. In addition, the Bank has conducted *Operational Risk Management e-learning* since 2018. All employees have to participate in the *e-Learning*.

In addition to the OPRIST Menu, the OWL application has a *Dashboard* menu to monitor the Bank's *Operational Loss General Ledger*. The Bank Monitors and analysis all *Operational Losses General Ledger* every month to ensure that the bookkeeping of *Operational Losses* carried out by the Work Unit is in accordance, building Loss data Operations as an implementation of *Operational Risk RWA* calculations using the *Standardized Approach* method based on the OJK regulatory and provides an overview to the Work Unit of the *Operational Losses* that occur, to become a *lesson learned*.

The Bank has a *Business Continuity Management (BCM)* policy which comprehensively address various disorders/disasters by man, social and/or nature, e.g. fire, earthquake, flood, demonstrations, and others. This policy was developed to ensure that business operations and the Bank's critical resource can still function despite the disruption/disaster or build resilience and the ability to respond effectively to a disaster situation in order to protect the interests of the stakeholders, reputation and the Bank's name.

In *Business Continuity Management (BCM)* component, the Bank arrange *Continuity Plan* to ensure the continuity of the company operational amidst crisis. Basically continuity plan designed as a preventive position, where

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(preventif), dimana bencana dapat timbul sewaktu-waktu sehingga proses bisnis terhambat. Strategi *Continuity Plan* telah diuji dan berjalan dengan baik ketika menghadapi pandemi Covid-19, bencana sosial, dan bencana alam.

Untuk melengkapi hal di atas, Bank juga telah memiliki prosedur tanggap darurat terkait keselamatan jiwa pada kondisi krisis serta *Disaster Recovery Center* (DRC) sebagai Pusat *Recovery* Teknologi Informasi Bank apabila terjadi gangguan infrastruktur pada *data center* di Kantor Pusat. Guna memastikan kesiapan DRC, Bank menyelenggarakan uji coba secara periodik.

Bank mengembangkan *Operational Risk Management System* (ORMS) dalam rangka penyempurnaan *tools* yang telah ada. ORMS memiliki tiga modul yakni *Risk Control Self Assessment* (RCSA), *Risk Event Database* (RED) dan *Key Risk Indicator* (KRI). Pengembangan ini akan dilakukan pada aplikasi *Operational Risk Web Links* (OWL).

RCSA digunakan untuk membantu *risk owner* dalam melakukan proses manajemen risiko operasional yang mencakup identifikasi dan pengukuran efektivitas kontrol risiko operasional secara prediktif. Sedangkan RED merupakan *tools* yang berfungsi sebagai *database* peristiwa risiko, yang digunakan untuk data pembelajaran Bank. Selanjutnya, KRI adalah alat bantu yang memberikan informasi secara dini mengenai gejala maupun risiko yang trennya menunjukkan peningkatan.

Selanjutnya, Komite Produk yang dibentuk telah dioptimalkan fungsinya, yakni selain mengidentifikasi dan memitigasi risiko yang melekat pada produk dan aktivitas baru, juga melakukan evaluasi terhadap kinerja produk-produk yang telah diluncurkan.

Guna memudahkan langkah-langkah mitigasi risiko produk oleh unit-unit kerja yang terkait, Bank telah menyusun pedoman pengelolaan risiko untuk produk-produk tertentu, antara lain *bancassurance* dan reksa dana.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Otoritas Jasa Keuangan mengenai pengelolaan risiko operasional mengacu kepada parameter risiko operasional dalam Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 bagian, yaitu:

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disaster may arise any time that makes business process stranded. Continuity Plan strategy have been tested and works well in this Covid-19 pandemic situation, on both social and natural disasters.

On the other hand, Bank also has emergency procedure related to life safety in the condition of crisis and Disaster Recovery Center (DRC) as the Bank IT Recovery Center to assure the continuity of the Bank's operations if the infrastructure of the data center at Head Office is disrupted. To ensure DRC readiness, the Bank has been doing the periodically test.

Bank developed Operational Risk Management System (ORMS) in order to perfect the existing tools. ORMS has three modules, namely Risk Control Self Assessment (RCSA), Risk Event Database (RED) and Key Risk Indicator (KRI).

RCSA is used to help risk owner to manage operational risks which include independently identifying and measuring the effectiveness of operational risk control predictively. Meanwhile RED is a tool that functions as a risk events database, which is used for Bank's learning data. Furthermore KRI, a helping tool which gives earlier information regarding symptoms and risks which have inclining trend.

In addition, the Bank had optimized Product Committee's function to identify and mitigate risks which might be found in new products and services launched, and to evaluate performance of existing products.

In order to ease steps to mitigate product risks by related units, the Bank has developed risk management guidance for certain products, among others, bancassurance and mutual funds.

The Bank also conducts measurement and reporting to the Financial Services Authority periodically on operational risk management based on operational risk parameters Bank Soundness Assessment (BSA) using risk approach (Risk-based Bank Ratings/RBBR) which consists of 2 parts:

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1. Risiko Inheren
 - Karakteristik dan Kompleksitas Bisnis
 - Sumber Daya Manusia
 - Teknologi dan Infrastruktur Pendukung
 - *Fraud*
 - Kejadian Eksternal
2. Kualitas Penerapan Manajemen Risiko
 - Tata Kelola Risiko
 - Kerangka Manajemen Risiko
 - Proses Manajemen Risiko, Sistem Informasi, dan SDM
 - Sistem Pengendalian Risiko

Disisi lain, untuk pengukuran risiko yang terkait dengan perhitungan Aset Tertimbang Menurut Risiko (ATMR) atas Risiko Operasional, Mulai triwulan pertama 2023 Bank menggunakan Pendekatan Standar sesuai SEOJK No. 6/SEOJK.03/2020 yang sudah dilakukan uji coba laporan sebanyak 2 kali di tahun 2021 dan 2022 untuk perhitungan ATMR Risiko Operasional dengan menggunakan metode baru.

Sementara itu, Bank juga memperkuat pengendalian internal melalui forum pengendalian internal dengan melakukan rapat rutin untuk membahas isu-isu Risiko Operasional yang material agar risiko-risiko tersebut dapat dikendalikan secara dini.

Sebagai bentuk pengawasan aktif Direksi atas implementasi Kualitas Penerapan Manajemen Risiko Operasional, Bank telah menyelenggarakan *Operational Risk Governance Meeting* di tingkat Bank yang tujuan utamanya adalah untuk mengidentifikasi dan mengelola risiko utama Bank. Hasil *Governance Meeting* ini dimonitor secara berkala.

g. Risiko TI dan Siber

Bank telah memiliki Kebijakan Manajemen Risiko Teknologi Informasi dan Siber dan juga Kebijakan Ketahanan dan Keamanan Siber sesuai dengan regulasi terbaru yang dapat digunakan sebagai acuan dalam melakukan penerapan manajemen risiko terhadap penggunaan Layanan Teknologi Informasi di dalam lingkungan Bank.

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1. *Inherent Risk*
 - *Characteristic and Complexity of Business*
 - *Human Resources*
 - *Technology and Supporting Infrastructure*
 - *Fraud*
 - *External Event*
2. *Risk Management Quality*
 - *Risk Governance*
 - *Risk Management Framework*
 - *Risk Management Process, Information System, and Human Resources*
 - *Risk Control System*

On the other hand, for the measurement of risk related to the calculation of Risk-Weighted Assets (RWA) for Operational Risk, Starting in the first quarter of 2023 Bank uses the Standardized Approach in accordance with SEOJK Regulation No. 6/SEOJK.03/2020. The Bank has conducted 2 trial reports for the calculation of RWA for Operational Risk using the new method in 2021 and 2022.

Meanwhile, Bank also strengthen the internal control through the forum with routine meetings to discuss operational risk material issues so it can be controlled early.

As a form of active supervision by the Board of Directors on the implementation Quality of Operational Risk Management, the Bank has held Operational Risk Governance Meetings at the Bank level with the main objective of identifying and managing the Bank's key risks. The results of the Governance Meeting are monitored regularly.

g. IT and Cyber Risk

Bank has an Information Technology Risk Management Policy and also in Cyber Security and Resilience Policy in accordance with the latest regulations which can be used as a reference in implementing risk management for the use of Information Technology Services within the Bank.

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Selain itu, Bank telah melakukan pengkajian risiko dan memastikan kontrol yang efektif dalam sistem pengendalian internal yang memadai untuk meminimalisir risiko inheren dan residual serta dampaknya dalam pengelolaan dan penggunaan Layanan Teknologi Informasi.

Bank, melalui divisi *IT and Cyber Risk Management*, sebagai fungsi pertahanan lini kedua, menjalankan fungsi konsultasi dan komunikasi dengan unit bisnis dan atau *unit support* yang ada di dalam *first line of defense* terkait dengan pengelolaan risiko penggunaan Layanan Teknologi Informasi.

Sebagai upaya Bank di dalam mengelola risiko keamanan dan informasi secara tepat dan efektif, Bank telah menerapkan dan mendapatkan sertifikasi standar internasional ISO 27001:2013 tentang Sistem Manajemen Keamanan Informasi (SMKI). Dalam ISO 27001, Bank dipersyaratkan untuk selalu membangun, menerapkan, memelihara serta terus meningkatkan sistem manajemen keamanan informasi sesuai cakupannya.

Bank juga membangun kesadaran sehubungan Manajemen Risiko Teknologi Informasi dan Siber bagi seluruh karyawan yang mencakup, Risiko Teknologi dan Keamanan Informasi termasuk Risiko Siber melalui berbagai media komunikasi, antara lain: *e-learning*, *mail blast*, *wallpaper PC/laptop*, *buletin Informasi Teknologi Risk dan Ketahanan Siber (INTERAKSI)*, dan pelatihan *online* terkait ISO 27001.

Bank juga telah melakukan pengujian keamanan siber berdasarkan analisis kerentanan untuk melihat titik lemah dari sistem Bank, yaitu dengan pelaksanaan *vulnerability assesment* yang dilanjutkan dengan *penetration testing*.

Bank juga melakukan pengujian keamanan siber berdasarkan skenario untuk memvalidasi proses penanggulangan dari potensi ancaman siber dan pemulihan terhadap adanya potensi insiden siber, yaitu dengan melakukan *Table-Top Exercise* untuk menilai kesiapan Bank dalam merespons insiden siber dan *Social Engineering Exercise* yang berupa simulasi *Email phishing* kepada seluruh karyawan Bank dan juga *Dumpster Diving Exercise* kepada unit kerja yang memproses data transaksional nasabah.

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In addition, the Bank has conducted a risk assessment and ensured effective controls in an adequate internal control system to minimize inherent and residual risks and their impact in the management and use of Information Technology Services.

Bank through the IT and Cyber Risk Management division, as a second line of defence, conduct advisory and communication functions with business units and or support units in first line of defense related to risk management in the use of Information Technology Services.

As part of the Bank's efforts to manage security and information risks appropriately and effectively, the Bank has adopted and acquired ISO 27001:2013 international standard certification for Information Security Management Systems (ISMS). According to ISO 27001, Banks are required to develop, implement, maintain and continuously improve information security management systems based on their scope.

Bank also raise Information Technology and Cyber Risk Management awareness for all employees which includes Information Technology and Security Risk including Cyber Risk via various communication media, such as e-learning, e-mail blast, desktop wallpaper for PCs/laptops, Informasi Teknologi Risk dan Ketahanan Siber (INTERAKSI) bulletin, and online training for ISO 27001.

Bank also conducted cybersecurity testing based on vulnerability analysis to identify the the Bank's system's weaknesses, namely by conduct a vulnerability assessment followed by penetration testing.

Bank also carried out cyber security testing based on scenarios to validate the countermeasures process for potential cyber threats and recovery against potential cyber incidents, specifically by performing conducting a Table-Top Exercise to assess the Bank's preparedness in responding to cyber incidents and a Social Engineering Exercise in the form of a phishing Email simulation to all Bank employees and also the Dumpster Diving Exercise to working units that proceed customer's transactional data.

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Untuk meningkatkan keamanan dan kerahasiaan data Nasabah, Bank saat ini telah melakukan penilaian terhadap kebijakan *clear desk* dan *clear screen*. Setiap karyawan diwajibkan untuk bertanggung jawab dalam menjaga kebersihan area kerja, menyimpan dokumen rahasia di tempat yang aman, dan mematikan layar komputer ketika tidak digunakan. Tujuan dari langkah ini adalah untuk mengurangi potensi risiko seperti kehilangan dokumen rahasia dan akses yang tidak sah.

Dalam Penilaian Tingkat Kesehatan Bank (PTKB), Bank telah menambahkan aspek risiko siber sebagai bagian dari profil risiko operasional terkait penggunaan Teknologi Informasi (TI). Aspek tersebut mencakup penggunaan *antivirus* yang *ter-update*, frekuensi serangan siber, dan dampak insiden siber. Langkah ini akan membantu Bank dalam melakukan pemantauan terhadap kerentanan sistem TI terhadap ancaman dan serangan siber.

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To enhance the security and confidentiality of customer data, Bank Mega has conducted an assessment of the *clear desk* and *clear screen* policy, requiring all employees to be responsible for maintaining a clean work area, securely storing confidential documents, and turning off computer screens when not in use. This initiative aims to reduce potential risks such as the loss of confidential documents and unauthorized access.

In Risk-Based Bank Rating, the Bank has included cybersecurity risks as part of the operational risk profile associated with the use of Information Technology (IT). These aspects encompass the utilization of up-to-date antivirus software, the frequency of cyber-attacks, and the impact of cyber incidents. This measurement will assist the Bank in monitoring the vulnerability of the IT systems to threats and cyber-attacks.

46. Manajemen Modal dan Rasio Kewajiban Penyediaan Modal Minimum

Dalam pengelolaan modal, Bank diwajibkan untuk menjaga dan menguatkan posisi modal yang mendukung pertumbuhan bisnis serta menjaga kepercayaan investor, deposan, pelanggan, dan pasar sebagaimana tercermin dari implementasi POJK No.11/POJK/03/2016 tentang Kewajiban Penyediaan Modal Minimum untuk Bank Umum sebagaimana diubah terakhir kali melalui POJK No. 27 tahun 2022. Bank telah memperhitungkan peraturan ini dalam mengevaluasi dan mengelola kecukupan modalnya. Implementasi Bank terhadap peraturan ini menjadi bukti komitmen Bank untuk menjaga struktur modal yang kuat dan tangguh, sesuai dengan persyaratan regulasi dan praktik terbaik industri.

Berdasarkan POJK No.11/POJK/03/2016 tentang Kewajiban Penyediaan Modal Minimum untuk Bank Umum sebagaimana diubah terakhir kali melalui POJK No. 27 tahun 2022, Bank membagi modal menjadi 2 (dua) bagian yang terdiri atas:

1. Modal *Tier 1* yang meliputi modal inti utama (*Common Equity Tier 1*) dan modal inti tambahan (*Additional Tier 1*).
2. Modal *Tier 2*.

46. Capital Management And Minimum Required Capital Adequacy Ratio (CAR)

In capital management, the Bank is required to maintain and strengthen the capital position that supports business growth and maintains the confidence of investors, depositors, customers and the market as reflected in the implementation of POJK No.11/POJK/03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks as latest amended with POJK No. 27 year 2022. The Bank has taken into account on this regulation in evaluating and managing its capital adequacy. The Bank's implementation of this regulation is proof of the Bank's commitment to maintain a strong and resilient capital structure, in accordance with regulatory requirements and industry best practices.

Based on POJK No.11/POJK/03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks as latest amended with POJK No. 27 year 2022, the Bank divides its capital into two parts:

1. *Tier 1 capital* which includes primary core capital (*Common Equity Tier 1*) and additional core capital (*Additional Tier 1*).
2. *Tier 2 capital*.

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Dalam konteks perhitungan kecukupan modal, Bank diwajibkan untuk menghitung Aset Tertimbang Menurut Risiko (ATMR) untuk risiko Operasional, Pasar, dan Kredit sebagai komponen dalam perhitungan Kewajiban Penyediaan Modal Minimum (KPMM). Dalam rangka menghitung beban modal dan ATMR risiko operasional, Bank saat ini telah menerapkan metode *Standardized Approach* (SA) sesuai SEOJK No. 6/SEOJK.03/2020.

Selain itu, Bank juga telah melakukan Uji Coba sebanyak 2 kali untuk melakukan perhitungan beban modal risiko operasional dengan menggunakan *Standardized Approach* (SA) sesuai dengan ketentuan SEOJK Nomor 06/SEOJK/03/ 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Operasional dengan menggunakan Pendekatan Standar yang telah efektif diterapkan pada bulan Januari 2023.

Untuk perhitungan ATMR Risiko Pasar, Bank menggunakan Metode Standar (*Standard Method*) yang mengacu pada SEOJK No.38/SEOJK. 03/2016 tentang Pedoman Penggunaan Metode Standar Dalam Perhitungan Kewajiban Penyediaan Modal Minimum Bank Umum Dengan Memperhitungkan Risiko Pasar.

Kemudian dengan diterbitkannya SEOJK No.23/SEOJK.03/2022 tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Pasar Bagi Bank Umum, maka bank harus menyusun Laporan Perhitungan ATMR Risiko Pasar dengan menggunakan pendekatan standar (*standardized approach*) atau pendekatan standar yang disederhanakan (*simplified standardised approach*). Bank juga akan menyampaikan uji coba Laporan Perhitungan ATMR Risiko Pasar untuk posisi akhir bulan Juni 2023, bulan September 2023, dan bulan Desember 2023. Selanjutnya, Laporan Perhitungan ATMR Risiko Pasar ini wajib disampaikan untuk pertama kali pada posisi akhir bulan Januari 2024 bagi bank secara individu dan posisi akhir bulan Maret 2024 bagi bank secara konsolidasi.

Dalam perhitungan ATMR Risiko Kredit, penyusunan dan perhitungan ATMR mengacu pada SEOJK No. 24/SEOJK.03/2021 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Kredit dengan Menggunakan Pendekatan Standar yang telah mengadopsi Basel 3 reform.

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In the context of calculating capital adequacy, Bank is required to calculate Risk-Weighted Assets (RWA) for Operational, Market, and Credit risks as a component in the calculation of Capital Adequacy Ratio (CAR). In order to calculate the capital charge and RWA for operational risk, Bank currently applies the Standard Approach (SA) in accordance with SEOJK No. 6/SEOJK.03/2020.

Furthermore, Bank has also conducted 2 trial runs for the calculation of operational risk capital charge using the Standardized Approach (SA) in accordance with the provisions of SEOJK No. 06/ SEOJK/03/2020 on the Calculation of Risk- Weighted Assets (RWA) for Operational Risk using the Standardized Approach, which has been effective in January 2023.

For the calculation of RWA for market risk, Bank uses the Standard Method, which refers to SEOJK No.38/SEOJK.03/2016 on the Guidelines for the Use of the Standard Method in the Calculation of Minimum Capital Requirements for Commercial Banks with Consideration of Market Risk.

With the issuance of SEOJK No.23/SEOJK.03/2022 on the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks, the Bank then must prepare a Report on the Calculation of RWA for Market Risk using the standardized approach or a simplified standardized approach. The Bank will also submit a trial run of the Report on the Calculation of RWA for Market Risk for the end of June 2023, September 2023, and December 2023 positions. Furthermore, this Report on the Calculation of RWA for Market Risk must be submitted for the first time at the end of January 2024 for individual banks and at the end of March 2024 for consolidated banks.

In the calculation of RWA for credit risk, the preparation and calculation of RWA refers to SEOJK No.24/SEOJK.03/2021 on the Calculation of Risk-Weighted Assets for Credit Risk using the Standardized Approach which has adopted Basel 3 reforms.

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Kewajiban Bank dalam penyediaan modal minimum sesuai profil risiko sebagaimana diatur dalam POJK No.11/POJK/03/2016 tentang Kewajiban Penyediaan Modal Minimum untuk Bank Umum sebagaimana diubah terakhir kali melalui POJK No. 27 tahun 2022 adalah sebagai berikut:

- 8% dari ATMR untuk Bank dengan profil risiko peringkat 1;
- 9% s.d kurang dari 10% dari ATMR untuk Bank dengan profil risiko peringkat 2;
- 10% s.d kurang dari 11% dari ATMR untuk Bank dengan profil risiko peringkat 3;
- 11% s.d 14% dari ATMR untuk Bank dengan profil risiko peringkat 4 atau peringkat 5.

Pada tanggal 31 Desember 2023 dan 2022 rasio Kewajiban Penyediaan Modal Minimum (KPMM) Bank dihitung berdasarkan POJK No.11/POJK/03/2016 tentang Kewajiban Penyediaan Modal Minimum untuk Bank Umum sebagaimana diubah terakhir kali melalui POJK No. 27 tahun 2022 dengan perhitungan sebagai berikut:

	2023	2022	
Bank			Bank
Dengan memperhitungkan risiko kredit, risiko pasar dan risiko operasional			With credit risk, market risk and operational risk
- Aset Tertimbang Menurut Risiko	82,661,131	80,952,690	Risk Weighted Average -
- Jumlah modal	21,629,212	20,571,769	Total capital -
- Rasio Kewajiban Penyediaan Modal Minimum	26.17%	25.41%	Capital Adequacy Ratio -

Berdasarkan POJK No.11/POJK/03/2016 tentang Kewajiban Penyediaan Modal Minimum untuk Bank Umum sebagaimana diubah terakhir kali melalui POJK No. 27 tahun 2022, Bank wajib membentuk tambahan modal sebagai penyangga (*buffer*), sebagai berikut:

- Capital Conservation Buffer* adalah tambahan modal yang berfungsi sebagai penyangga (*buffer*) apabila terjadi kerugian pada periode krisis;
- Countercyclical Buffer* adalah tambahan modal yang berfungsi untuk mengantisipasi kerugian apabila terjadi pertumbuhan kredit perbankan yang berlebihan sehingga berpotensi mengganggu stabilitas sistem keuangan;
- Capital Surcharge* untuk *Domestic Systemically Important Bank* (D-SIB) adalah tambahan modal yang berfungsi untuk mengurangi dampak negatif terhadap stabilitas sistem keuangan dan

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The Bank's obligation in providing minimum capital according to risk profile as regulated in POJK No.11/POJK/03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks as latest amended with POJK No. 27 year 2022 is as follows:

- 8% of the RWA for Bank with a risk profile rating of 1;
- 9% until less than 10% of the RWA for bank with a risk profile rating of 2;
- 10% until less than 11% of the RWA for bank with a risk profile rating of 3;
- 11% until 14% of RWA for bank with risk profile ratings of 4 or 5.

As of December 31, 2023 and 2022, the ratio of Capital Adequacy Ratio (CAR) for the bank is calculated based on POJK No.11/POJK/03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks as latest amended with POJK No. 27 year 2022 with the following calculation:

Based on POJK No.11/POJK/03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks as latest amended with POJK No. 27 year 2022, the Bank is required to establish additional capital as a buffer, as follows:

- Capital Conservation Buffer* is an additional capital which serves as a buffer in the event of a loss in the period of crisis;
- Countercyclical Buffer* is an additional capital which serves to anticipated losses in the event of excessive credit growth and thus potentially disrupt the stability of the financial system;
- Capital Surcharge* for *Domestic Systemically Important Banks* (D-SIB) is an additional capital which serves to reduce the negative impact on the stability of the financial system and economy in the

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perekonomian apabila terjadi kegagalan bank yang berdampak sistemik melalui peningkatan kemampuan bank dalam menyerap kerugian.

event of bank failure which has systemic effect through an increase in the bank's ability to absorb losses.

Tambahan modal sebagai penyangga (*buffer*) yang wajib dibentuk oleh Bank adalah:

- Capital Conservation Buffer* sebesar 2,5% dari ATMR.
- Countercyclical Buffer* sebesar 0% (nol persen) sampai dengan 2,5% (dua koma lima persen) dari ATMR.
- Capital Surcharge* untuk D-SIB sebesar 1% (satu persen) sampai dengan 2,5% (dua koma lima persen) dari ATMR Bank yang berdampak sistemik.

Additional capital as a buffer which shall be established by the Bank are:

- Capital Conservation Buffer* amounting to 2.5% of RWA.
- Countercyclical Buffer* in the amount of 0% (zero percent) up to 2.5% (two point five percent) from RWA.
- Capital Surcharge* for D-SIB in the amount of 1% (one percent) to 2.5% (two point five percent) from RWA of Banks with systemic impact.

Pemenuhan modal sebagai penyangga (*buffer*) harus dipenuhi dengan menggunakan komponen modal inti utama (*Common Equity Tier 1*).

Fulfillment of capital as a buffer should be met by using components of common equity Tier 1.

Bank telah memenuhi ketentuan Bank Indonesia yang berlaku tentang Kewajiban Penyediaan Modal Minimum dan Perhitungan Aset Tertimbang Menurut Risiko.

The Bank has fulfilled Bank Indonesia's regulation regarding Capital Adequacy Ratio and Calculation of Risk-Weighted Assets.

47. Tambahan Informasi Arus Kas

47. Supplemental Cash Flow Information

Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan

Liabilities reconciliation that arise from financing activities

	1 Januari/ January 1, 2023	Arus kas masuk/ Cash in	Arus kas keluar/ Cash out	31 Desember/ December 31, 2023	
Pinjaman yang diterima	1,856,213	1,909,228	(856,213)	2,909,228	Borrowings
Liabilitas sewa	23,720	--	(3,729)	19,991	Lease liabilities
	<u>1,879,933</u>	<u>1,909,228</u>	<u>(859,942)</u>	<u>2,929,219</u>	
	1 Januari/ January 1, 2022	Arus kas masuk/ Cash in	Arus kas keluar/ Cash out	31 Desember/ December 31, 2022	
Pinjaman yang diterima	285,050	1,856,213	(285,050)	1,856,213	Borrowings
Liabilitas sewa	34,288	--	(10,568)	23,720	Lease liabilities
	<u>319,338</u>	<u>1,856,213</u>	<u>(295,618)</u>	<u>1,879,933</u>	

48. Analisis Kualitas Kredit

Pengukuran Kerugian Kredit Ekspektasian

Peningkatan Risiko Kredit secara Signifikan

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan didukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisis kuantitatif dan kualitatif, berdasarkan pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

- *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
- *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran dimuka).

Bank menggunakan kriteria berikut dalam menentukan apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi:

- Pengujian kuantitatif berdasarkan perubahan *probability of default* (PD)
- Indikator kualitatif
- Tertunggak lebih dari 30 hari

Credit Risk Grades

Bank mengalokasikan setiap eksposur ke *credit risk grades* berdasarkan variasi data yang ditentukan untuk memprediksi risiko gagal bayar dan menerapkan pengalaman atas kredit. *Credit risk grades* ditetapkan menggunakan faktor kualitatif dan kuantitatif yang dapat mengindikasikan risiko gagal bayar. Faktor-faktor ini bervariasi tergantung pada sifat eksposur dan jenis peminjam.

Credit risk grades ditetapkan dan dikalibrasi sedemikian rupa sehingga risiko terjadinya gagal bayar meningkat secara eksponensial seiring dengan penurunan *rating* risiko kredit, sebagai contoh, selisih antara *credit risk rating grades* 1 dan 2 lebih kecil dari pada selisih antara *credit risk rating grades* 2 dan 3.

48. Credit Quality Analysis

Measurement of Expected Credit Losses

Significant Increase in Credit Risk

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supported relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert assessments and including forward-looking estimates.

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

- *Probability of default* (PD) for the remaining age at the reporting date; with
- *Probability of default* (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for change in expectations of prepayment).

Bank use these criteria for determining whether there has been a significant increase in credit:

- Quantitative test based on movement in *probability of default* (PD)
- Qualitative indicators
- A backstop of 30 days past due

Credit Risk Grades

The Bank allocated each exposure to *credit risk grades* based on a variety of data that is determined to predict the risk of default and apply credit experience judgement. *Credit risk grades* are determined using qualitative and quantitative factors that can indicate the risk of default. These factors vary depending on the nature of the exposure and the type of borrower.

Credit risk grades are determined and calibrated in such a way that the risk of default is increasing exponentially as *credit risk rating* decreases, for example, the difference between *credit risk rating grades* 1 and 2 is smaller than the difference between *credit risk rating grades* 2 and 3.

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Setiap eksposur dialokasikan ke *credit risk grades* pada pengakuan awal berdasarkan informasi yang tersedia tentang peminjam. Eksposur ini dipantau secara berkelanjutan, dan dapat mengakibatkan eksposur dipindahkan ke *credit risk grades* yang berbeda. Pemantauan menggunakan informasi tentang ketepatan pembayaran yang biasanya didukung data-data seperti laporan keuangan, penggunaan fasilitas kredit dan estimasi kondisi ekonomi.

Penentuan Struktur *Probability of Default*

Credit risk grades adalah *input* utama dalam penentuan struktur *PD term structure* atas eksposur. Bank mengumpulkan informasi kinerja dan gagal bayar tentang eksposur risiko kredit yang dianalisis berdasarkan jenis produk dan peminjam serta penilaian risiko kredit. Untuk beberapa portofolio terutama produk *treasury*, informasi yang dibeli dari penilai kredit eksternal juga digunakan.

Bank menggunakan model statistik untuk menganalisis data yang dikumpulkan dan menghasilkan perkiraan *probability of default* (PD) atas umur tersisa dan bagaimana hal ini diperkirakan akan berubah sebagai akibat dari berlalunya waktu.

Analisis ini mencakup identifikasi dan kalibrasi hubungan antara perubahan tingkat gagal bayar dan perubahan dalam faktor-faktor makro ekonomi utama pada risiko gagal bayar. Untuk sebagian besar eksposur, indikator makro ekonomi utama meliputi: pertumbuhan PDB, suku bunga acuan, dan tingkat pengangguran.

Penentuan Terjadinya Peningkatan Risiko Kredit secara Signifikan

Bank menggunakan sejumlah kriteria untuk menentukan telah terjadi peningkatan risiko kredit secara signifikan.

Kriteria tersebut ditetapkan menggunakan faktor kuantitatif dan kualitatif termasuk penentuan berdasarkan status hari tunggakan yang dapat mengindikasikan telah terjadi peningkatan risiko kredit yang signifikan terhadap saat awal diberikan.

Bank dimungkinkan menggunakan penilaian dari analisis kredit dan pengalaman historis yang relevan, dalam menentukan bahwa eksposur mungkin saja telah mengalami peningkatan

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Each exposure is allocated to *credit risk grades* at initial recognition based on available information about the borrower. This exposure is monitored on an ongoing basis, and may result in the exposure being moved to a different *credit risk grade*. Monitoring uses information about debtor payments which is usually supported by data such as financial reports, use of credit facilities and estimates of economic conditions.

Determination of the *Probability of Default Structure*

Credit risk grades are the main input in determining the *PD term structure* of the exposure. The Bank collects performance and default information about *credit risk exposures*, which are analyzed by product and borrower type as well as *credit risk assessment*. For some portfolios especially *treasury products*, information purchased from external credit assessors is also used.

The Bank uses a statistical model to analyze the collected data and produce an estimate of the *probability of default* (PD) for the remaining life and how this is expected to change as a result of the passage of time.

This analysis includes the identification and calibration of the relationship between changes in default rates and changes in key macroeconomic factors on the risk of default. For most exposures, the main macroeconomic indicators include: GDP growth, benchmark interest rates and the unemployment rate.

Determination of Significant Increase in Credit Risk

The Bank uses several criteria for determining that *credit risk* has increased significantly.

The criteria are determined using qualitative and quantitative factors including determination based on arrear day status that can indicate significant increase in *credit risk* since initial recognition.

The Bank can also use the judgment of credit analysts and, if possible, relevant historical experience, in determining that the exposure may have experienced a significant increase in

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risiko kredit yang signifikan berdasarkan indikator kualitatif tertentu yang dianggap dapat mengindikasikan hal tersebut dimana pengaruhnya mungkin belum sepenuhnya tercermin pada saat dilakukan analisis kuantitatif.

Bank menentukan bahwa peningkatan risiko kredit secara signifikan belum terjadi apabila masih kurang dari 30 hari tunggakan. Hari tunggakan ditentukan dengan menghitung jumlah hari sejak tanggal jatuh tempo awal dimana pembayaran penuh belum diterima.

Bank memantau efektivitas kriteria yang digunakan dalam mengidentifikasi peningkatan risiko kredit yang signifikan dengan cara review berkala.

Modifikasi Aset Keuangan

Ketentuan kontraktual pinjaman dapat dimodifikasi untuk beberapa alasan, termasuk perubahan kondisi pasar, retensi pelanggan dan faktor-faktor lain yang tidak terkait dengan penurunan kredit saat ini. Pinjaman yang ketentuan kontraktualnya dimodifikasi dapat menyebabkan pinjaman awal dihentikan pengakuannya dan pinjaman hasil modifikasi diakui sebagai pinjaman baru pada nilai wajar.

Ketika ketentuan kontraktual pinjaman dimodifikasi dan tidak mengakibatkan penghentian pengakuan, penentuan terjadinya peningkatan risiko kredit secara signifikan dilakukan dengan cara membandingkan:

- Sisa PD sepanjang umur pada tanggal pelaporan berdasarkan ketentuan yang dimodifikasi; dengan
- Sisa PD sepanjang umur yang diestimasi berdasarkan data pada saat pengakuan awal dan ketentuan kontraktual awal.

Definisi Gagal Bayar (Default)

Bank menganggap aset keuangan dalam keadaan *default*/gagal bayar ketika:

- Debitur telah melewati jatuh tempo lebih dari 90 hari atas kewajiban kredit material apapun kepada Bank.

Dalam menilai apakah debitur dalam keadaan *default*/gagal bayar, Bank mempertimbangkan indikator berikut:

- Kualitatif seperti pelanggaran persyaratan penjaminan (*covenants*);
- Kuantitatif seperti status tunggakan; dan

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credit risk based on certain qualitative indicators that are considered to indicate the effects may not be fully reflected in quantitative analysis.

The Bank determines that a significant increase in credit risk has not occurred if it is still less than 30 days in arrears. Arrear days are determined by counting the number of days from the initial due date where full payment has not been received.

The Bank monitors the effectiveness of the criteria used in identifying significant increases in credit risk by periodic review.

Modification of Financial Assets

Loan contractual terms can be modified for a number of reasons, including changes in market conditions, customer retention and other factors not related to the current credit decline. Loans with modified contractual terms can cause the initial loan to be derecognized and recognized the modified loan as a new loan at fair value.

When the contractual terms of the loan are modified and do not result in termination of recognition, determining the occurrence of a significant increase in credit risk is done by comparing:

- *PD remainder life at reporting date based on modified provision; with*
- *Residual PD throughout the estimated age based on data at initial recognition and initial contractual provisions.*

Definition of Failed Payment (Default)

The Bank considers financial assets as default when:

- *The debtors have past due more than 90 days for any material credit obligations to the Bank.*

In assessing whether a debtor is in default, the Bank considers the following indicators:

- *Qualitative such as violations of the terms of the agreement (covenants);*
- *Quantitative such as arrears status; and*

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- Berdasarkan data yang dikembangkan secara internal dan diperoleh dari sumber eksternal.

Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai.

Penggunaan informasi perkiraan masa depan (*forward-looking*)

Bank menggunakan informasi *forward-looking* dalam menilai apakah telah terjadinya peningkatan risiko kredit secara signifikan dan pengukuran kerugian kredit ekspektasian. Berdasarkan saran dari Komite Manajemen Risiko dan pertimbangan berbagai informasi aktual dan perkiraan eksternal, Bank merumuskan pandangan dasar (*base case*) tentang pergerakan variabel ekonomi yang relevan dimasa depan serta perkiraan skenario lain yang mungkin terjadi. Proses ini meliputi pengembangan dua atau lebih skenario ekonomi tambahan dan mempertimbangkan probabilitas relatif dari keluaran (*output*) yang mungkin. Informasi eksternal mencakup data ekonomi dan perkiraan yang diterbitkan oleh, seperti badan pemerintah dan analisis sektor swasta.

Pandangan dasar (*base case*) mencerminkan keluaran dengan probabilitas yang paling tinggi. Skenario yang lain, mencerminkan keluaran yang lebih optimis dan keluaran yang lebih pesimis.

Skenario ekonomi yang dirumuskan menggunakan kisaran indikator utama berikut:

	2023	2024
Tingkat pengangguran/ <i>Unemployment</i>	Kisaran antara 5.50% hingga 6.50%/ <i>Range between 5.50% to 6.50%</i>	Kisaran antara 5.50% hingga 6.50%/ <i>Range between 5.50% to 6.50%</i>
Suku bunga/ <i>Interest rates</i>	Kisaran antara 5.00% hingga 6.25%/ <i>Range between 5.00% to 6.25%</i>	Kisaran antara 4.50% hingga 5.75%/ <i>Range between 4.50% to 5.75%</i>
Inflasi/ <i>Inflation rate</i>	Kisaran antara 2.00% hingga 4.25%/ <i>Range between 2.00% to 4.25%</i>	Kisaran antara 2.00% hingga 4.00%/ <i>Range between 2.00% to 4.00%</i>
Brent Oil Price	Kisaran antara USD 70 hingga USD 95/ <i>Range between USD 70 to USD 95</i>	Kisaran antara USD 75 hingga USD 95/ <i>Range between USD 75 to USD 95</i>

Pengukuran Kerugian Kredit Ekspektasian

Input utama dalam pengukuran kerugian kredit ekspektasian adalah variabel berikut:

- *Probability of default* (PD)
- *Loss of given default* (LGD)
- *Exposure at default* (EAD)

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- Based on data developed internally and obtained from external sources.

Inputs, Assumptions, and Techniques used in estimating impairment.

Use of forward-looking information

The Bank uses forward-looking information in assessing whether there has been a significant increase in credit risk and measurement of expected credit losses. Based on advice from the Risk Management Committee and consideration of various actual information and external forecast, the Bank formulated a base case for the movement of relevant economic variables in future as well as forecasts of other possible scenarios. This process involves developing two or more additional economic scenarios and considering the relative probabilities of the possible outputs. External information includes economic data and estimations published by, such as government agencies and selected private sector analysts.

The base case reflects the output with the highest probability. Another scenario, reflects more optimistic outputs and more pessimistic outputs.

The economic scenario is formulated using the following range of key indicators:

Measurement of Expected Credit Loss

The main inputs in measuring expected credit loss are the following variables:

- *Probability of default* (PD)
- *Loss of given default* (LGD)
- *Exposure at default* (EAD)

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Parameter ini umumnya berasal dari model statistik yang dikembangkan secara internal dan data historis lainnya. Parameter ini disesuaikan untuk mencerminkan informasi *forward-looking*.

Estimasi PD adalah estimasi pada tanggal tertentu, yang dihitung berdasarkan model peringkat statistik, dan dinilai menggunakan rating yang disesuaikan dengan berbagai kategori dari debitur dan eksposur. Model statistik ini didasarkan pada data yang disusun secara internal yang terdiri dari faktor kuantitatif dan kualitatif.

LGD adalah besarnya kerugian jika terjadi gagal bayar. Parameter LGD diestimasi secara historis berdasarkan tingkat pemulihan atas klaim terhadap debitur yang gagal bayar. Model LGD mempertimbangkan jaminan dan biaya pemulihan setiap jaminan yang merupakan bagian integral dari aset keuangan.

EAD merepresentasikan estimasi eksposur jika terjadi gagal bayar. EAD suatu aset keuangan adalah jumlah tercatat bruto. Untuk komitmen pinjaman dan jaminan keuangan, EAD mencakup jumlah yang telah ditarik, serta jumlah potensial di masa depan yang akan ditarik, yang diestimasi berdasarkan pengamatan historis dan perkiraan berwawasan ke depan (*forward-looking*).

Ketika pemodelan parameter dilakukan secara kolektif, instrumen keuangan dikelompokkan berdasarkan kesamaan karakteristik risiko yang meliputi:

- Jenis instrumen;
- Peringkat risiko kredit;
- Jenis agunan;
- Tanggal pengakuan awal;
- Sisa waktu jatuh tempo.

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These parameters generally come from statistical models that are developed internally and other historical data. This parameter is adjusted to reflect forward-looking information.

PD estimation is an estimate on a certain date, which is calculated based on a statistical ranking model, and is assessed using a rating that is adjusted to various categories of debtors and exposures. This statistical model is based on data compiled internally consisting of quantitative and qualitative factors.

LGD is the amount of loss if there is a default. LGD parameters are historically estimated based on the level of recovery of claims against debtors who default. The LGD model considers collateral and the cost of recovering any collateral that is an integral part of a financial asset.

EAD represents the estimated exposure in case of default. EAD of a financial asset is the gross carrying amount. For loan commitments and financial guarantees, EAD includes the amount that has been withdrawn, as well as potential future amounts to be withdrawn, which are estimated based on historical observations and forward-looking estimates.

When parameter modeling is done collectively, financial instruments are Banked according to the similarity of risk characteristics which include:

- *Type of instrument;*
- *Credit risk rating;*
- *Type of collateral;*
- *Date of initial recognition;*
- *Remaining due date.*

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a. Analisis risiko kredit berdasarkan *internal rating grades*:

a. Credit risk analysis based on *internal rating grades*:

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	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai/ Lifetime ECL not	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit	Kerugian Kredit atas Aset Keuangan yang Dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases of Credit Impaired Financial Assets	Jumlah/ Total
	12 - Month ECL	Credit-Impaired	Impaired	
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/ <i>Loans measured at amortized cost</i>				
Bucket 1	62,938,851	--	13,460	62,952,311
Bucket 2	1,311,718	--	681	1,312,399
Bucket 3	--	342,091	1,075	343,166
Bucket 4	--	669,879	7,214	677,093
Bucket 5	--	--	1,019,750	1,019,750
	64,250,569	1,011,970	1,042,180	66,304,719
Dikurangi/Less:				
Pendapatan bunga yang ditangguhkan/ <i>Unearned interest income</i>				(11,823)
Cadangan kerugian kredit/ <i>Loss allowance</i>	(283,361)	(57,929)	(263,526)	(604,816)
Nilai tercatat/Carrying amount				65,688,080

31 Desember/December 31, 2022				
	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai/ Lifetime ECL not	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit	Kerugian Kredit atas Aset Keuangan yang Dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases of Credit Impaired Financial Assets	Jumlah/ Total
	12 - Month ECL	Credit-Impaired	Impaired	
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/ <i>Loans measured at amortized cost</i>				
Bucket 1	68,207,529	--	--	68,207,529
Bucket 2	--	1,245,142	--	1,245,142
Bucket 3	--	--	136,160	136,160
Bucket 4	--	--	218,706	218,706
Bucket 5	--	--	503,766	503,766
	68,207,529	1,245,142	858,632	70,311,303
Dikurangi/Less:				
Pendapatan bunga yang ditangguhkan/ <i>Unearned interest income</i>				(21,946)
Cadangan kerugian kredit/ <i>Loss allowance</i>	(274,991)	(78,713)	(218,326)	(572,030)
Nilai tercatat/Carrying amount	67,932,538	1,166,429	640,306	69,717,327

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Cadangan kerugian kredit untuk aset keuangan yang diklasifikasikan pada nilai wajar melalui penghasilan komprehensif lain tidak diakui pada laporan posisi keuangan karena nilai tercatat aset keuangan tersebut adalah nilai wajar.

Allowance for credit losses for financial assets classified as fair value through other comprehensive income is not recognized in the statement of financial position because the carrying value of the financial assets is fair value.

b. Analisis risiko kredit berdasarkan *probability of default*:

b. Credit risk analysis based on probability of default:

31 Desember/December 31, 2023					
	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai/ Lifetime ECL not 12 Bulan/ 12-Month ECL	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit Impaired	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit Impaired	Kerugian Kredit Atas Aset Keuangan yang dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases or Credit Impaired Financial Assets	Jumlah/ Total
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/ <i>Loans at measured amortized cost</i> Kredit Non Bank/Loan from Non-Bank					
0,73% - 3,94%	62,856,309		13,460	--	62,869,769
4,68% - 26,22%	1,311,718	--	681	--	1,312,399
6,23% - 60,34%		342,091	1,075	--	343,166
12,01% - 19,80%		669,879	7,214	--	677,093
100,00%			1,019,750	--	1,019,750
Kredit Bank/Loan from Bank					
0,00%	82,542	--	--	--	82,542
	64,250,569	1,011,970	1,042,180	--	66,304,719
Dikurangi/Less: Pendapatan bunga yang ditangguhkan/ <i>Unearned interest income</i>					(11,823)
Cadangan kerugian kredit/ <i>Loss allowance</i>	(283,361)	(57,929)	(263,526)		(604,816)
Nilai tercatat/ <i>Carrying amount</i>					65,688,080
31 Desember/December 31, 2022					
	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai/ Lifetime ECL not 12 Bulan/ 12-Month ECL	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit Impaired	Kerugian Kredit Sepanjang Umurnya Mengalami Penurunan Nilai/ Lifetime ECL-Credit Impaired	Kerugian Kredit Atas Aset Keuangan yang dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases or Credit Impaired Financial Assets	Jumlah/ Total
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/ <i>Loans at measured amortized cost</i> Kredit Non Bank/Loan from Non-Bank					
0,71% - 3,50%	66,474,314	--	--	--	66,474,314
4,70% - 28,35%	1,487,091	1,245,142	--	--	2,732,233
6,07% - 68,56%	--	--	136,160	--	136,160
12,00% - 92,93%	--	--	218,706	--	218,706
100,00%	--	--	503,766	--	503,766
Kredit Bank/Loan from Bank					
0,00%	246,124	--	--	--	246,124
	68,207,529	1,245,142	858,632	--	70,311,303
Dikurangi/Less: Pendapatan bunga yang ditangguhkan/ <i>Unearned interest income</i>					(21,946)
Cadangan kerugian kredit/ <i>Loss allowance</i>	(274,991)	(78,713)	(218,326)	--	(572,030)
Nilai tercatat/ <i>Carrying amount</i>					69,717,327

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c. Analisis risiko kredit berdasarkan *external rating grades*:

c. *Credit risk analysis based on external rating grades*:

31 Desember/December 31, 2023					
	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan nilai / Lifetime Ekspektasian 12 bulan/ 12-Month ECL	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan nilai / Lifetime ECL not Credit-Impaired	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai / Lifetime ECL-Credit Impaired	Kerugian Kredit atas Aset Keuangan yang Dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases or Credit Impaired Financial Assets	Jumlah/ Total
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/Loans at measured amortized cost					
Kolektibilitas/Collectibility 1	62,242,122	115	--	--	62,242,237
Kolektibilitas/Collectibility 2	2,008,447	1,011,855	--	--	3,020,302
Kolektibilitas/Collectibility 3	--	--	79,162	--	79,162
Kolektibilitas/Collectibility 4	--	--	203,301	--	203,301
Kolektibilitas/Collectibility 5	--	--	759,717	--	759,717
	64,250,569	1,011,970	1,042,180	--	66,304,719
Dikurangi/Less:					
Pendapatan bunga yang ditangguhkan/Unearned interest income					(11,823)
Cadangan kerugian kredit/ Loss allowance	(283,361)	(57,929)	(263,526)		(604,816)
Nilai tercatat/Carrying amount					65,688,080

31 Desember/December 31, 2022					
	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan nilai / Lifetime Ekspektasian 12 bulan/ 12-Month ECL	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan nilai / Lifetime ECL not Credit-Impaired	Kerugian Kredit Sepanjang Umurnya Tidak Mengalami Penurunan Nilai / Lifetime ECL-Credit Impaired	Kerugian Kredit atas Aset Keuangan yang Dibeli atau Berasal dari Aset Keuangan Memburuk/ Purchases or Credit Impaired Financial Assets	Jumlah/ Total
Kredit yang diberikan yang diukur pada biaya perolehan yang diamortisasi/Loans at measured amortized cost					
Kolektibilitas/Collectibility 1	66,720,438	--	--	--	66,720,438
Kolektibilitas/Collectibility 2	1,487,091	1,245,142	--	--	2,732,233
Kolektibilitas/Collectibility 3	--	--	136,160	--	136,160
Kolektibilitas/Collectibility 4	--	--	218,706	--	218,706
Kolektibilitas/Collectibility 5	--	--	503,766	--	503,766
	68,207,529	1,245,142	858,632	--	70,311,303
Dikurangi/Less:					
Pendapatan bunga yang ditangguhkan/Unearned interest income					(21,946)
Cadangan kerugian kredit/ Loss allowance	(274,991)	(78,713)	(218,326)	--	(572,030)
Nilai tercatat/Carrying amount					69,717,327

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**Analisis Sensitivitas Kerugian Kredit
 Ekspektasian Terhadap Kondisi Ekonomi
 Masa Depan**

Asumsi ekonomi yang disajikan berikut ini
 disusun secara internal untuk keperluan
 perhitungan kerugian kredit ekspektasian.

**Sensitivity Analysis of Expected Credit
 Loss for Future Economic Conditions**

The economic assumptions presented below
 are prepared internally for the purpose of
 calculating expected credit losses.

Skenario Moderat/ <i>Moderate Scenario</i>	2023	2024	2025	2026	2027
Skenario Moderat/<i>Moderate Scenario</i>					
<i>Interbank</i>	6.00%	5.75%	5.25%	4.75%	4.25%
<i>Brent</i>	85	85	85	85	80
<i>Inflasi/Inflation</i>	3.00%	2.50%	2.25%	2.25%	2.50%
<i>Tingkat pengangguran/Unemployment</i>	5.75%	5.75%	5.75%	5.75%	5.75%
Skenario Optimis/<i>Upside Scenario</i>					
<i>Interbank</i>	5.75%	5.50%	5.00%	4.50%	4.00%
<i>Brent</i>	80	80	80	80	80
<i>Inflasi/Inflation</i>	2.50%	2.00%	1.75%	1.75%	1.75%
<i>Tingkat pengangguran/Unemployment</i>	5.50%	5.50%	5.25%	5.25%	5.25%
Skenario Pesimis/<i>Downside Scenario</i>					
<i>Interbank</i>	6.25%	6.00%	5.50%	5.00%	4.50%
<i>Brent</i>	95	90	90	90	90
<i>Inflasi/Inflation</i>	4.25%	3.50%	3.25%	3.25%	3.25%
<i>Tingkat pengangguran/Unemployment</i>	6.25%	6.00%	6.00%	6.00%	6.00%

Rasio Kerugian Kredit Ekspektasian Terhadap Aset Keuangan/ <i>ECL Ratio to Financial Assets</i>	Aset Keuangan yang Diukur pada Biaya Perolehan di Amortisasi / <i>Financial Assets Measured at Amortized Cost Rupiah</i>	Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif Lain/ <i>Financial Assets Measured at Fair Value through Other Comprehensive Income Rupiah</i>	Total/ <i>Total Rupiah</i>
31 Desember/December 31, 2023			
Kerugian kredit ekspektasian yang dilaporkan/ <i>Reported expected credit losses</i>	609,392	--	609,392
Nilai tercatat bruto/ <i>Gross carrying amount</i>	70,294,772	35,269,588	105,564,360
Rasio kerugian kredit ekspektasian yang dilaporkan terhadap nilai tercatat bruto/ <i>expected credit loss ratio to gross carrying amount</i>	0.87%	0.000%	0.58%
31 Desember/December 31, 2022			
Kerugian kredit ekspektasian yang dilaporkan/ <i>Reported expected credit losses</i>	573,249	915	574,164
Nilai tercatat bruto/ <i>Gross carrying amount</i>	80,265,337	37,465,724	117,731,061
Rasio kerugian kredit ekspektasian yang dilaporkan terhadap nilai tercatat bruto/ <i>expected credit loss ratio to gross carrying amount</i>	0.71%	0.002%	0.49%

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49. Standar Akuntansi dan Interpretasi Standar Akuntansi yang Telah Disahkan, tetapi Belum Berlaku Efektif

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2024 dengan penerapan dini diperkenankan, yaitu:

- Amendemen PSAK 1: "Penyajian Laporan Keuangan" terkait liabilitas jangka panjang dengan kovenan;
- Amendemen PSAK 73: "Sewa terkait liabilitas sewa pada transaksi jual dan sewa-balik";
- Revisi PSAK 101: "Penyajian Laporan Keuangan Syariah"; dan
- Revisi PSAK 109: "Akuntansi Zakat, Infak, dan Sedekah".

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025 dengan penerapan dini diperkenankan, yaitu:

- PSAK 74: "Kontrak Asuransi"; dan
- Amendemen PSAK 74: "Kontrak Asuransi" terkait Penerapan Awal PSAK 74 dan PSAK 71 Informasi Komparatif.

Pada saat penerbitan laporan keuangan, Bank masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya pada laporan keuangan Bank.

49. Accounting Standard and Interpretation of Accounting Standard which Has Issued but Not Effective Yet

Amendments to standards effective for periods beginning on or after January 1, 2024 with early adoption is permitted, are as follows:

- *Amendment of PSAK 1: "Presentation of Financial Statements" insurance contract regarding long-term liabilities with the covenant;*
- *Amendment of PSAK 73: "Leases" regarding lease liabilities in sale-and-lease back transactions;*
- *Revised PSAK 101: "Presentation of Shariah Financial Statement"; and*
- *Revised PSAK 109: "Zakah, Infaq and Sadaqah".*

Amendments to standards effective for periods beginning on or after January 1, 2025 with early adoption is permitted, are as follows:

- *PSAK 74: "Insurance Contract"; and*
- *Amendment of PSAK 74: "Insurance Contract" regarding Initial Application of PSAK 74 and PSAK 71 - Comparative Information.*

As at the authorization date of this financial statements, the Bank is still evaluating the potential impact of these new and revised standards to the Bank's financial statements.

50. Reklasifikasi Akun

Akun-akun berikut dalam laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2022 telah direklasifikasi agar konsisten dengan penyajian laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2023:

50. Reclassification of Accounts

The following accounts in the financial statements for the year ended December 31, 2022 has been reclassified to be consistent with presentation of the financial statements for the year ended December 31, 2023:

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31 Desember/December 31, 2022				
	Dilaporkan sebelumnya/ <i>Before reclassification</i>	Reklasifikasi/ <i>Reclassification</i>	Setelah reklasifikasi/ <i>After reclassification</i>	
LAPORAN ARUS KAS				STATEMENTS OF CASH FLOWS
Arus kas dari aktivitas operasi				Cash flows from operating activities
Kenaikan/(penurunan) dari:				Increase/decrease from:
Aset lain-lain	91,232	35,290	126,522	Other assets
Beban yang masih harus dibayar dan liabilitas lain-lain	(391,239)	10,568	(380,671)	Accrued expenses and other liabilities
Kas netto diperoleh dari aktivitas operasi	16,561,226	45,858	16,607,084	Net cash provided by operating activities
Arus kas dari aktivitas investasi				Cash flows from financing activities
Perolehan aset tetap dan aset hak-guna	(283,730)	(35,290)	(319,020)	Acquisition of fixed assets and right-of-use assets
Kas netto digunakan untuk aktivitas investasi	(13,408,173)	(35,290)	(13,443,463)	Net cash provided by operating activities
Arus kas dari aktivitas pendanaan				Cash flows from financing activities
Pembayaran liabilitas sewa	--	(10,568)	(10,568)	Payments of lease liabilities
Kas netto digunakan untuk aktivitas pendanaan	(1,228,837)	(10,568)	(1,239,405)	Net cash used for financing activities
Kas dan setara kas akhir tahun	19,516,551	--	19,516,551	Cash and cash equivalent at the end of the year

51. Penyelesaian Laporan Keuangan

Manajemen Bank bertanggung jawab atas penyusunan laporan keuangan ini, yang diselesaikan dan disetujui untuk diterbitkan oleh Direksi pada tanggal 26 Januari 2024.

51. Completion of Financial Statements

The management of the Bank is responsible for the preparation of these financial statements, which were completed and authorized by the Board of Directors for issue on January 26, 2024.

Refocus in Business Strategy for Sustainable Growth

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PT. BANK MEGA Tbk.

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